



COLOMBIA LAND AND RURAL DEVELOPMENT PROGRAM

YEAR 2 WORK PLAN: OCTOBER 2014–SEPTEMBER 2015



OCTOBER 2014

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Cover Photo: Pedro Pablo Gómez Rosero (center) is the local land registrar for Puerto Tejada, Cauca. At an LRDP strategy session with local leaders in July 2014, he commented that the absence of uniformity in rules and regulations governing land formalization creates confusion in his office. The general public's lack of information and unrealistic expectations when they arrive at his door also hinder his effectiveness. He suggested that the solution starts with properly training public officials to understand and communicate their role in the formalization process to their clients. LRDP incorporated comments and feedback from people like Mr. Gómez in the construction of this annual work plan. (USAID/LRDP)

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ACRONYMS AND ABBREVIATIONS

APS	Annual Program Statement
CISA-SAE	<i>Central de Inversiones-Sociedad Activos Especiales</i> (Special Assets Corporation)
CMDR	<i>Consejo Municipal de Desarrollo Rural</i> (Municipal Council for Rural Development)
CONSEA	<i>Consejo Departamentales de Desarrollo Rural</i> (Departmental Council for Rural Development)
COR	Contracting Officer's Representative
CSJ	<i>Consejo Superior de la Judicatura</i> (Superior Judicial Council)
DNP	<i>Departamento Nacional de Planeación</i> (National Planning Department)
e-PORT	Electronic Program Observation Reporting and Tracking
FARC	Revolutionary Armed Forces of Colombia
FFD	Fixed-Fee Deliverable
GOC	Government of Colombia
IGAC	<i>Instituto Geográfico Agustín Codazzi</i> (Agustin Codazzi Geographical Institute)
INCODER	<i>Instituto Colombiano de Desarrollo Rural</i> (Colombian Institute for Rural Development)
LRDP	Land and Rural Development Program
LRU	Land Restitution Unit
M&E GOC	Monitoring and Evaluation of the Government of Colombia, Component 4 of LRDP
MARD	Ministry of Agriculture and Rural Development
MEP	Monitoring and Evaluation Plan
MinTIC	<i>Ministerio de Tecnologías de la Información y las Comunicaciones</i> (Ministry of Information Technologies and Communications)
MONITOR	USAID/Colombia's Information and Monitoring System
MOU	Memorandum of Understanding
NDP	National Development Plan
NDT	<i>Nodo de Tierras</i> (Land Node)
NGO	Nongovernmental Organization
ORIP	<i>Oficina de Registro de Instrumentos Públicos</i> (Office of Public Registry)
PAT	Territorial Action Plan
PAICMA	<i>Programa Presidencial para la Acción Integral contra Minas Antipersonal</i> (Presidential Program for Comprehensive Action Against Anti-Personnel Mines)
PDRIET	<i>Programa de Desarrollo Rural Integral con Enfoque Territorial</i> (Comprehensive Rural Development Program with a Territorial Focus)
PPP	Public-Private Partnership
QSR	Quarterly Strategic Review
RIA	Rapid Institutional Assessment
RUPTA	<i>Registro Unificado de Predios y Territorios Abandonados</i> (Registry of Abandoned Land)
SINERGIA	<i>Sistema Nacional de Evaluación de Resultados de la Gestión Pública</i> (National System for Evaluation of Public Sector Performance)
SNARIV	<i>Sistema Nacional de Atención y Reparación Integral a las Víctimas</i> (National System for Victims' Assistance and Comprehensive Reparations)
SNR	<i>Superintendencia de Notariado y Registro</i> (Superintendent of Notary and Registry)
STARR	Strengthening Tenure and Resource Rights
STTA	Short-Term Technical Assistance
UPRA	Rural Agricultural Planning Unit
USAID	United States Agency for International Development

EXECUTIVE SUMMARY

The Land and Rural Development Program (LRDP) is at its core an institutional strengthening project. The project's mandate is not to resolve land issues itself, but **to strengthen** the many GOC regional and national entities involved in the sector, through targeted technical assistance and training. The project will accompany the GOC entities to help them achieve their mandate; it will not **do** the work that the GOC must do itself. This is a critical guiding principle for the project in Year 2.

The activities outlined in this Year 2 Work Plan will build the capacity of GOC entities, which, in turn, will benefit the rural population by providing more effective and streamlined services to facilitate access to land and rural development initiatives. Strengthened GOC entities will be able to **reach more people** in a **shorter time-period** and more **cost effectively** in returning land to victims, issuing more land titles, promoting rural development and strengthening GOC capacity to monitor, evaluate, and carry out impact assessments.

In Year 2, the project will emphasize an integrated implementation approach among its national and regional offices and through its technical components. Regional offices are operational in Montes de Maria and Cauca and shortly in Meta and Valledupar with a smaller office serving Southern Tolima.

The project achieves results through the following approaches:

- Delivering technical solutions, training and capacity building to improve the efficiency of land management and rural development processes.
- Delivering high-level policy and legal guidance, to ensure that the regulatory environment is conducive to land and rural development reform.
- Improving information and communication technology tools to optimize the availability, quality and timeliness of relevant information and data.
- Promoting community participation by helping to build a stronger link and increase trust between GOC entities and communities.

Using the approaches listed above to guide project implementation in Year 2, LRDP will:

- Simplify the land restitution process to speed up the process of restituting land to victims of conflict.
- *Support the design and implementation of the Land Fund* to recover land unlawfully occupied or illegally acquired.
- Increase GOC capacity to issue more land titles. Institutional reform is necessary to enable the GOC to implement land titling on a massive scale.
- Facilitate public-private partnerships to promote sustainable rural development.
- Support GOC regional entities to maximize the use of funds allocated from the national level.
- Facilitate and improve access to information through a centralized land data system, known as the "land node."
- Strengthen the capacity of the GOC to monitor and evaluate land and rural development initiatives.

Proposed activities for Year 2 are strategic and target the areas where support is needed most. Through its regional presence and integrated technical focus, the project will actively engage GOC entities to help them respond to community needs more quickly and efficiently.

1.0 INTRODUCTION

1.1 BACKGROUND

Most historians agree that insecure land tenure and property rights and weak state presence in rural areas are root causes of conflict in Colombia. For decades, Government of Colombia (GOC) policies and institutions facilitated the accumulation of private and state land in the hands of armed groups and influential front men who used threats and violence to displace millions of farmers and ethnic minorities. The subsequent rural decline was followed by low real estate tax revenues that contributed to weak governments, underinvestment in rural infrastructure, lack of government services, and idle or inefficiently utilized land.

Today, Colombia faces a unique window of opportunity: improved security, sensible macroeconomic policies, and growing tax revenues and royalties enabling the GOC to finance a comprehensive reparations program for victims as well as an expansion of infrastructure and public services in rural areas. The June 2011 Victims and Land Restitution Law endorsed compensating or reintegrating millions of victims and displaced landholders. Moreover, negotiations with the Revolutionary Armed Forces of Colombia (FARC) may open the door to long-lasting peace and security, placing land and rural development reform on center stage.

The GOC nevertheless faces major challenges stemming from institutional rigidities, weak capacity, and overlapping jurisdictions that are causing poor GOC coordination across sectors and with departmental and municipal governments. Lack of coordination is exacerbated by the lack of a knowledge management framework able to integrate the GOC's many diverse information systems, a feeble results-based management culture, inflexible and slow expenditure of agency budgets, weak performance evaluation, policy making with limited understanding of field implementation, and limited civil society participation in policy and program design. The Colombia Land and Rural Development Program (LRDP) will assist the GOC to overcome these challenges. LRDP presents a new paradigm within USAID/Colombia's projects, where the GOC will take the lead with USAID technical support.

1.2 LRDP GOALS AND OBJECTIVES

LRDP began at the end of July 2013 and is a five-year task order under the Strengthening Tenure and Resource Rights (STARR) Indefinite Quantity Contract. The purpose of the project is to strengthen capacity of GOC institutions and other actors to develop tools, systems, and skills that will enable the GOC to fulfill its mandate to resolve land and rural development issues at the heart of Colombia's decades-long internal conflict.

LRDP's four integrated objectives also form the project's structural components:

1. Increase capacity of the GOC Land Restitution Unit and relevant agencies to restitute lands to victims of conflict (Restitution Component);
2. Strengthen capacity of the Ministry of Agriculture and Rural Development (MARD) and relevant GOC entities to formalize rural property (Formalization Component);
3. Increase the opportunities for sustainable licit rural livelihoods in conflict-affected areas (Rural Development Component); and
4. Strengthen GOC capacity to monitor and evaluate restitution, formalization, and rural development programs (Monitoring & Evaluation GOC Component).

The project's focus is to strengthen the GOC to achieve regional implementation of land and rural development initiatives. With LRDP's assistance, the GOC will be able to implement its restitution, formalization, and rural development agenda more effectively and to address rural challenges at the municipal level. Through the implementation of institutional strengthening plans, LRDP will accompany the various GOC entities it works with to resolve critical bottlenecks, which limit the ability of these entities to carry out their respective mandates. LRDP serves as a catalyst that will work alongside the GOC entities in a supporting role throughout the provision of technical assistance. The GOC entities themselves are ultimately responsible for the successful implementation of actions required to increase efficiencies in support of *campesinos* in the areas where LRDP works.

1.3 APPROACH TO ACHIEVE RESULTS

LRDP is at its core an institutional strengthening project. As Section C.2 of the contract states:

"The purpose of the Project is to strengthen the capacity of GOC institutions, and other actors to develop tools, systems, and skills that will enable it to fulfil its mandate to resolve land issues at the heart of the conflict. The five-year project will build capacity of GOC institutions to administer and manage programs to restitute land to victims of conflict, extend land titling and formalization in prioritized rural areas, and promote sustainable and comprehensive rural development that enables land beneficiaries to make productive and sustainable use of their land."

The project's mandate is not to resolve land and rural development issues itself, but **to strengthen** the many GOC regional and national entities involved in the sector to improve the effectiveness of the land and rural development public policies through targeted technical assistance. The activities outlined in this Year 2 Work Plan will build the capacity of GOC entities, which, in turn, will benefit the rural population by providing more effective and streamlined services to facilitate access to land and rural development initiatives. Strengthened GOC entities will be able to **reach more people** in a **shorter time-period** and more **cost effectively** with needed land and rural development initiatives.

As a starting point, the project carries out a diagnostic phase, which involves a Rapid Institutional Assessment (RIA) to identify bottlenecks that inhibit the ability of GOC entities to accomplish their goals effectively (many RIA's were completed during Year 1). The RIA allows the project, along with the GOC, to prioritize the three to four areas requiring support. This results in the development of a detailed institutional strengthening plan that the project will use as a guide for working with GOC entities at both the national and regional levels.

The primary approaches the project will use (presented below and in Figure 1) in Year 2 cut across all four components and are critical to achieve required results. The tools at our disposal to implement this project will strengthen synergies between project components and facilitate an integrated strategic approach to activity implementation. While the approaches used for project implementation must be dynamic and flexible to respond to changing needs, the various types of support presented below are intended to remain the same throughout the implementation of the entire period of performance of the contract.

a. Deliver technical solutions to improve efficiency of land management and rural development processes. In addition to USAID, the project's client is the Colombian rural population—which includes women and vulnerable populations. Through direct technical assistance (provided by the project's long-term technical staff in its national and regional offices), international and national short-term consultants, local subcontracts and grants, the project will support GOC entities to reach

the rural population to help solve specific problems and obstacles hindering the delivery of much needed support and services.

- b. Provide training to representatives from GOC entities to strengthen the implementation of land and rural development initiatives.** The project will use proven methodologies to train public officials to carry out the mandates of their specific entities. Enhanced human resource capacity will help resolve specific bottlenecks and promote sustainability which is the project's core mandate.
- c. Deliver high-level policy and legal guidance.** Through technical assistance, training and promoting dialogue, the project will support necessary improvements and changes to the normative and legislative process. We anticipate that strategic changes to the legal/policy framework will be necessary to benefit the *campesino* as he/she strives to gain secure access to land and rural development opportunities. This may include working with relevant GOC entities to provide input to policy initiatives underway, decrees, and administrative modifications. Engagement and support to the *Misión Rural*, Peace Commission, and National Development Plan (NDP) are particularly critical, since each initiative will establish policies (as well as resources, in the case of the NDP) that are critical for the land agenda supported by LRDP. More importantly, these crosscutting initiatives incorporate many priorities outlined under the first point of the peace negotiations—related to integrated rural development reform. See Annex A for additional details on these important crosscutting initiatives.
- d. Provide information and communication technology tools.** Through the provision of direct technical assistance and training, the project will work with GOC entities to use information and communication technology as a tool to speed up and develop efficiencies in land management and rural development. Information management in Colombia is fragmented, expensive and unreliable, which hampers institutional capacity to carry out their mandates and monitor their progress in matters of land and rural development. An overarching and continuing project intervention is to support GOC entities to optimize availability, quality and timeliness of relevant information. The project will directly engage relevant GOC entities to establish a *land node* (centralized information and communication platform) to expand access to information to those who need it and to ensure that the entities make their information systems interoperable with one another. Supporting the GOC to maximize the use of the National System for Evaluation of Public Sector Performance (SINERGIA) will remain a key priority throughout project implementation. Achieving inter-agency information coordination may require improving the quality of specific public policies.
- e. Promote community participation.** The project will continue to provide support to GOC entities and civil society to promote and facilitate community participation in resolving problems related to titling, rural development, and land restitution. The project will help to build a stronger link between GOC entities and communities that is essential for the success of land and rural development reform and building social capital. Greater community participation through mechanisms to promote dialogue and share up to date and reliable information will build confidence between community members and regional entities. To ensure that GOC entities are finding “client-led” solutions to identified problems, the project will facilitate venues to promote results-based dialogue between key GOC actors and the community, emphasizing the active participation of women and ethnic minorities in the process. An essential element for rebuilding citizen trust in the GOC is to strengthen relevant entities to provide information about how to access available public services for restitution, formalization, and rural development.

The project will apply the approaches described above to advance its strategic agenda for Year 2 as described in the following section.

2.0 STRATEGIC PLAN

2.1 EXPECTED RESULTS FOR YEAR 2

LRDP will use the approaches described in Section 1.3 to support the implementation of institutional strengthening plans (see Figure 1). For example, as we support Secretaries of Agriculture with integrated rural development initiatives, the project can help the GOC better engage the community (through proven community participation methodologies), identify opportunities for public-private partnerships (PPPs) for the delivery of public goods (i.e., tertiary roads, irrigation, and drainage), and accompany the institutions to better prioritize strategic activities. The institutional strengthening plans serve as a roadmap for the project to guide its activities and as a means of holding the GOC entities accountable for achieving results. The project will come alongside the entity to help it improve the monitoring and evaluation of its activities, assess whether or not the objectives established in the plan are being accomplished, and provide strategic training where necessary.

LRDP will use several contractual tools and mechanisms to provide institutional strengthening and technical support. As described in Section 1.3, technical assistance and training is provided directly by project staff, by short-term international and local land experts, innovative demonstration pilots, results-driven training events, and support through subcontracts and grants. Through these mechanisms, LRDP will enhance the capacity of government entities to execute their mandates more efficiently and expeditiously. Specifically, LRDP will better position entities in Year 2 to:

- *Simplify the land restitution process to speed up land restitution to victims of conflict.* Section 4.0 details the activities that the project will implement in Year 2 to increase the number of restitution cases processed. Some of the important Year 2 initiatives include - developing a methodology to simplify the parcel identification process, which is a primary bottleneck to restitution. Promoting inter-institutional and national-regional coordination in prioritized zones to avoid duplication of efforts, maximizing the use of existing information to prevent delays to processing restitution claims, and enhancing LRU's capacity to strategically allocate and utilize resources. Speeding up the land restitution process to reach more victims involves expanding micro-focalized areas (i.e. areas deemed safe for land restitution to take place). While the project cannot directly influence which areas the GOC designates as micro-focalized, it can address key constraints to micro-focalization. For example, one constraint to expanding restitution is the existence of land mines. In Year 2, the project will work hand-in-hand with the GOC and the U.S. Embassy to support a pilot activity to implement a community based initiative to identify areas where land mines may exist. This is the first step towards demining an area (which is not an LRDP task) and improving the probability of expanding the area for restitution cases to be processed.

In addition to monitoring the number of restitution cases resolved, the project will measure LRUs ability to implement its approved budget, track the number of people receiving better information about the restitution process, and the level of inter-agency coordination. These indicators will provide the project and USAID with valuable information regarding the improvement of the land restitution process.

- *Support the design and implementation of the Land Fund.* Establishing a mechanism to recover land unlawfully occupied or illegally acquired is essential for establishing the *Land Fund* in direct support

of agreements made in the peace negotiations. Section 5.0 details the specific activities that the project will implement to support the GOC with the *Land Fund*. This will increase the amount of land available for restitution and titling.

- *Increase GOC capacity to issue more land titles.* A major point of emphasis during Year 2 will be to help develop a massive land titling/formalization strategy. The GOC currently issues land titles on a parcel-by-parcel basis. This is not efficient. Institutional reform is necessary to enable the GOC to implement land titling on a massive scale. The project will provide technical assistance to formulate a lower cost and larger scale titling approach. This will entail analyzing and proposing changes to the legal framework, development a national deed registration plan, and working through municipal land titling plans. This priority also responds to the peace negotiations in Havana.
- *Facilitate public-private partnerships.* Reducing government subsidies is important for sustainable rural development. The project will work with both the GOC and private sector entities to promote the delivery of public goods (like tertiary roads, irrigation and drainage systems) through public-private partnerships. The project will develop incentives to promote PPPs in rural areas, work with the GOC to secure buy-in for these incentives, and disseminate them to potential investors.
- *Support GOC regional entities to maximize the use of funds allocated from the national level.* Supporting the GOC to redesign the way it allocates resources from the national level to the regional level is one thing; working with regional level GOC entities to spend those resources effectively is another. The GOC's National Development Plan defines the strategy to allocate government resources over the next four years. The project will work with the DNP (entity responsible for preparing the National Development Plan) to ensure that the necessary concepts related to the promotion of economic growth, incorporation of issues related to gender and vulnerable populations, financing for municipal development plans, and other points critical to restitution and formalization are included in the NDP. The project will also work with relevant GOC entities at the regional level (mainly in the area of rural development) to develop action plans to allocate and execute resources for strategic initiatives. The project's support of the NDP cuts across all components.
- *Facilitate and improve access to information through the "land node."* Valuable land data is scattered among many GOC entities and organizations working in the sector. Reliable, up to date, real-time data must be available to accelerate the land restitution and titling process. Continuing work that began in Year 1, the project will work with eight GOC entities to strengthen a single web-based systems for the exchange and monitoring of land information. The objective is to facilitate information sharing from the regional to the national level and to capture each entities' data into a single system (the Land Node) housed in the Ministry of Information Technologies and Communications. The desired result is for all eight entities to have access to the data to facilitate land restitution and titling processes. Furthermore, a unified system for land information is required by the Victims Law. Additional information about the project's approach to promoting inter-institutional cooperation and information exchange is included in Section 7.0.
- *Strengthen the capacity of the GOC to monitor and evaluate land and rural development initiatives.* A GOC system to monitor public policy indicators related to land already exists. It is known as the National System for Evaluation of Public Sector Performance (or SINERGIA by its Spanish acronym). A major problem hindering the GOC's capacity to effectively monitor and evaluate its land related activities is the fact that SINERGIA is not yet operational in the regions and the GOC is not working to disseminate the system to local entities. LRDP will work closely to the GOC to secure

buy-in for building regional level capacity to provide standardized data for SINERGIA. This will provide the national level entities with real time access to regional data, and will facilitate decision making and monitoring of land and rural development activities. Additional details regarding Year 2 support of SINERGIA is included in Section 7.0.

LRDP will focus its resources and efforts toward supporting the GOC and regional entities to resolve land issues and to promote rural development. Expected outcomes of LRDP's support are increased confidence by the rural population in public sector entities and improved services provided by those entities. Figure 1 illustrates the expected results where LRDP will focus in Year 2 to accomplish its objectives.

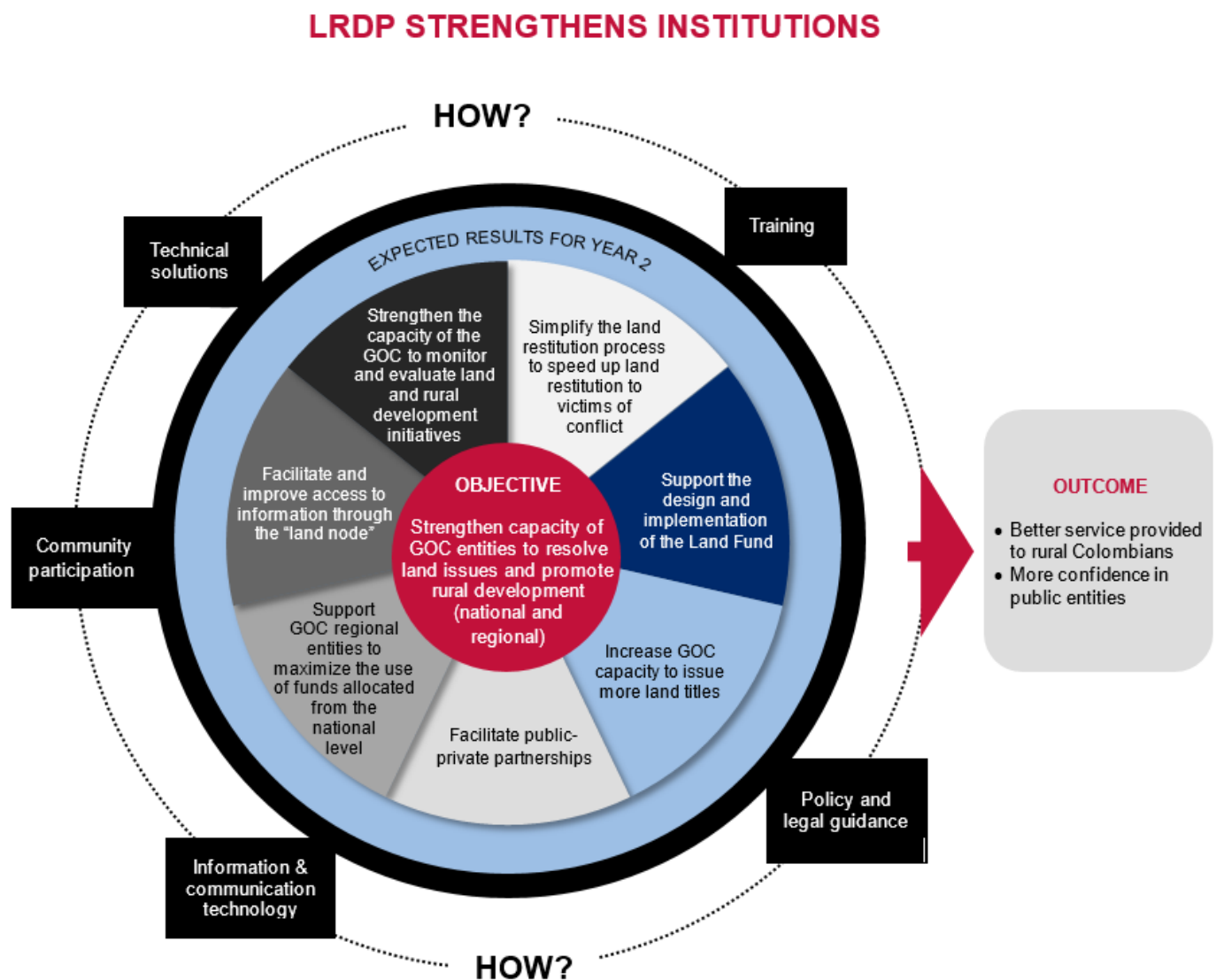


Figure 1 describes the tools the project will use to achieve expected results for Year 2 and to accomplish its overall objective. See sections 1.3 and 2.1 for further detail on concepts included here.

How will the project know if rural Colombians are receiving better services or that *campesinos* have more confidence in public entities? What would this look like during implementation? Several indicators included in LRDP's Annual Activity Monitoring Plan provide benchmarks that will allow the project to assess whether the GOC is reaching rural Colombians with needed support. Some of the important indicators to indirectly measure increased confidence include:

- Number of people receiving new and improved information about the restitution process as a result of LRDP support.
- Number of restitution cases resolved.
- Number of titles registered.
- Percentage increase in the capacity of land and rural development institutions to consolidate, share, and report monitoring and evaluation information.
- Percentage increase in resources directly allocated to agriculture and rural development at the municipal level in targeted areas.

Strengthening and supporting GOC entities to provide the public with reliable information, registering more titles, processing formalization cases, and allocating resources to agriculture and rural development will result in increased confidence by *campesinos* in both regional and national GOC entities. Annex B includes the activities that are deemed to be the most strategic by component for Year 2.

2.2 CHALLENGES FOR YEAR 2

Launching a large USAID project closely tied to the GOC during a contentious election year was LRDP's initial challenge. In a politically tense environment, the project made substantial progress in building relations with multiple government entities, initiating a series of implementation activities at the national and regional levels, and opening regional offices. During the second half of the year, the project accomplished its "step on the gas" strategy to ramp up implementation. Year 2 must emphasize consolidation and a shift to a coordinated, strategic approach. The following challenges remain as the project embarks upon Year 2:

- Perhaps LRDP's greatest challenge is that of implementing a coordinated, coherent project when tied to such a disparate set of counterparts, who are often not in harmony with one other. The project's regional and Bogota offices work with multiple GOC entities, each characterized by a distinctive set of circumstances, needs, and priorities. LRDP's mandate to accompany the GOC in its efforts instead of implementing its own agenda poses a challenge, as the GOC itself is not always operating in a well-planned and harmonized fashion. During its second year and looking ahead, LRDP must ensure that investments and activities are strategic and coordinated, as opposed to implementing a group of loosely interrelated activities that respond to the needs of disparate counterparts.
- During its first year, LRDP emphasized support to the municipal and departmental Secretaries of Agriculture and the municipal rural development councils (CMDRs) to generate proposals for financing under the Agrarian Pact. Getting the new MARD administration to finance the Agrarian Pact proposals is critical. If funding for proposed activities under the Agrarian Pact does not become available, regional entities that dedicated substantial time and effort working with communities to

develop proposals will be disappointed. This will further widen the gap between regional and national authorities and may result in more agrarian sector strikes.

- The MARD is under new leadership, and with the second Santos administration, high-level personnel changes will surely follow at other counterpart entities. As a result, time is needed to build relationships with new GOC officials and to obtain their support for LRDP's existing activities as well as their collaboration in developing future interventions. Because LRDP's mandate is to coordinate all activities closely with the GOC, the project's rate of implementation may temporarily slow down as new relationships are being constructed.

2.3 INTERVENTIONS FOR GENDER AND VULNERABLE POPULATIONS

Colombian land restitution, formalization, and rural development processes can be complicated, lengthy, and expensive. Women and ethnic minorities must overcome even higher hurdles, such as bureaucratic indifference to their special needs, gender/ethnic bias, and lack of political power. Implementation of GOC policy must incorporate a tailored approach to support these groups, as women and ethnic minorities may not know what they are entitled to, may have had their rights denied in the past, or could possibly have experienced systemic discrimination that caused them to lose faith in official protection mechanisms altogether. Breaking down barriers to women and minority participation and helping the government build citizen trust through redressing the historic marginalization of these populations is a pressing priority for LRDP.

Gender and ethnic disparities are more acute in rural areas, and LRDP is pinpointing its technical assistance to build regional capacity at the local level. For this purpose, the project has included a Social Inclusion Specialist in each of its regional offices. These experts are cultivating strong working relationships with local entities responsible for restitution, formalization, and rural development to ensure appropriate specialized attention reaches women and ethnic groups. For example, LRDP is working with GOC counterparts on a regional panel series. Planned topics include INCODER's work with rural women, rural development and ethnic territorial rights, and illegal mining. The project is planning more panels for future topics. Local GOC entities, traditional authorities, and representatives from civil society can use these training and discussion spaces to build the trust and capacity necessary to address issues of critical importance for women and ethnic minorities.

LRDP's gender and minorities expert works hand in hand with the project's four thematic component leaders as they design activities to ensure that all LRDP initiatives incorporate gender and vulnerable population considerations. No matter how an activity is developed, LRDP initiatives are designed to help the GOC understand the different needs of women and ethnic minorities, and to assist the government to incorporate lessons learned into standard operational procedures.

In its second year, LRDP will further support the development of regulatory and legal tools to improve effectiveness in restitution processes. Another Year 2 effort will include studies to increase the GOC's currently limited knowledge of territorial rights in Meta that will enable INCODER and the LRU to prioritize their efforts there in 2015 and 2016, thereby promoting the GOC's approach to gender and vulnerable populations in restitution, formalization, and rural development actions. LRDP is supporting an alliance between the Colombian National Indigenous Organization and Javeriana University to launch a certificate program for indigenous women. Training will facilitate productive projects and promote women's entrepreneurship to economically empower indigenous women.

Two activities of particular strategic importance will take place during the upcoming year: an ethnic dialogue series and an initiative to raise women's awareness of their rights related to land and property. LRDP's 12 planned ethnic dialogues will provide traditional authorities and leaders with a platform where they can present their situation to public officials from entities such as the LRU, Victims Unit, INCODER, Superior Judicial Council, and the Public Prosecutor's Office. In bringing various GOC actors together in a regional setting, LRDP will help identify areas where entities' actions may overlap to prevent redundancy. Watchdog agencies will be invited to ensure agencies fulfill pledges made to communities and local leaders. In addition to encouraging dialogue with traditional authorities (technically considered a part of the Colombian state) and promoting coordination among involved entities to improve service delivery, LRDP's technical assistance will harness the power of community knowledge to craft sustainable solutions that can be replicated across the country. In addition, LRDP is supporting a series of trainings for women on land rights. The project will conduct seven two-day workshops with trusted women community leaders (rural women, displaced women, and Afro-Colombian women). On the second day of each workshop, GOC entities will be invited to work hand-in-hand with female participants to improve GOC awareness of their special needs. LRDP will design a participatory methodology that the GOC can use to replicate these trainings, as well as provide communications materials that distill complex legal language into everyday text appropriate to this population's daily reality. LRDP will also help the LRU to develop a framework to structure its Program for Women.

In addition to the work that the crosscutting activity team has done and will continue to do to collaborate with other project components, the LRDP gender and minorities team is expected to play an ever-increasing role in providing direct implementation assistance for gender and ethnic minority initiatives and will continue to build on its portfolio of standalone activities.

2.4 PROCEDURES FOR COORDINATION, PLANNING, AND IMPLEMENTATION

The process to develop the Year 2 work plan highlighted the *integrated approach* expected in the coming year. Technical teams representing the four components and staff from the Bogota and regional offices participated in planning exercises. This participatory planning approach is the first step toward a second year in which inter-component coordination will be critical to enhance the impact and sustainability of actions taken, both at the national and regional levels. Improved coordination in Year 2 will include the following elements:

Inter-Component Coordination. The LRDP *ficha* process allowed for initial socialization of concepts for discrete activities with USAID. A *ficha* is a summary document prepared by components to explain what task they propose to implement, the relationship of the activity to the other components, how it will incorporate gender and ethnic minority considerations, what will make it sustainable, the suggested contracting mechanism to be used, and a general budget estimate. The work described in the *ficha* should contribute to achieving required results, fixed-fee deliverables, and make progress towards targets. Members from relevant components actively participate in *ficha* review committees. This cross-component participation in all *ficha* review committees will remain as a principal means for enhancing inter-component coordination.

A newly instituted three- person Program and Planning Unit and a Regional Coordinator will strengthen coordination across components and regions. Although relatively new, this structure is already showing great promise in harmonizing efforts across components and crosscutting areas.

Coordination at national and regional levels. The new Regional Coordinator serves as a unifying force and liaison between regional and national level staff. Working closely with the Deputy Chief of Party-Technical, the Regional Coordinator will streamline the activity development process at the regional offices, ensuring national-level participation. This will be accomplished by working alongside the administration and finance personnel to review the current process for working with subcontractors, grantees, and consultants and incorporate specific regional office responsibilities. The project's Mission Activity system will be an important tool to streamline activity development, ensuring that the proposed activities are results-driven, support work plan objectives, and of consistent quality. The Operations Manager will train regional staff in the use of Mission Activity. The Regional Coordinator, working alongside the LRDP's office of communications and public information, will provide support to regional office staff to improve the flow of information between the regions and the Bogota office and to help the project better communicate development impact to USAID and others.

LRDP has invested in a video conference system, which will serve as a useful mechanism to guarantee adequate information flow in real time, and will be a cost-effective tool to enhance communication throughout all project offices and personnel.

Immediately following approval of the work plan, the project will host meetings in each region to validate operating modalities between Bogota and the four offices. Throughout the year, in-person and video conference meetings will be used to share experiences, lessons learned, and ideas across the project. In addition, the project will fully implement the Mission system, USAID/Colombia's Information and Monitoring System (MONITOR), and Tetra Tech's Electronic Program Observation Reporting and Tracking (e-PORT) technology tool that will increase frequency of information sharing between regional and national offices and USAID during activity implementation and their respective follow-up.

Coordination between LRDP technical and administrative units. The unified "one-team" approach to the project implementation in Year 2 will involve improved coordination between the technical and administrative units. The administrative unit is transitioning to a more proactive approach (as opposed to reacting to the needs of the technical unit). Administrative staff will actively participate in *ficha* committees, increasing opportunities for administrative and technical staff interaction. Further emphasis will be placed on disseminating administrative practices and policies to technical staff to improve planning and increase the rate of implementation. For the project to operate more efficiently, both technical and administrative staff members must "cross the aisle" and engage one another to design and implement successful activities and effectively communicate project priorities. Venues such as all-staff meetings, technical presentations, increased participation by administrative staff in *ficha* committees, and training events for technical staff on administrative procedures will help close the gap between technical and administrative staff. The project has a process in place to guide staff step-by-step through the requirements and timing for entering into subcontracts and grants, and for hiring consultants. Project staff has also developed a *ficha* manual to further streamline processes and procedures through improved regional-national communication and the development of reference materials to clarify roles and responsibilities of staff and provide clear guidance on the procedure for bringing a *ficha* to fruition. Approximately one month will be necessary between the original presentation of the *ficha* to USAID and submission for final Contracting Officer's Representative (COR) technical concurrence. Following receipt of technical concurrence the team will begin to implement which may include preparing for an event, direct implementation, recruiting for a consultant or issuing a request for proposal (RFP) for a subcontract. Additional Contracting Officer and COR approvals, such as consultant use or consent to subcontract, will be requested as soon as the internal procurement process has been completed in accordance with USAID regulations and guidelines.

3.0 REPORTS AND DELIVERABLES

3.1 YEAR 2 CONTRACTUAL REPORTS AND DELIVERABLES

In addition to technical reports, white papers, biweekly reports, PowerPoint presentations, and success stories, the LRDP team will develop the following standard reports in Year 2, as specified by LRDP's contract and deliverables schedule:

TABLE 2: YEAR 2 LRDP REPORTS

REPORT, PLAN, OR DELIVERABLE	SCHEDULE
Quarterly Technical Report Q1	15 days after completion of quarter
Quarterly Technical Report Q2	15 days after completion of quarter
Quarterly Technical Report Q3	15 days after completion of quarter
Quarterly Financial Report Q1	15 days after completion of quarter
Quarterly Financial Report Q2	15 days after completion of quarter
Quarterly Financial Report Q3	15 days after completion of quarter
Quarterly Financial Report Q4	15 days after completion of quarter
Quarterly Strategy Review #5	One week after quarterly strategy review
Quarterly Strategy Review #6	One week after quarterly strategy review
Quarterly Strategy Review #7	One week after quarterly strategy review
Quarterly Strategy Review #8	One week after quarterly strategy review
Annual Work Plan Year 3	30 days prior to commencement of new USG FY
Activity Monitoring Plan Year 3	30 days prior to commencement of new USG FY
Annual Report Year 2	15 days after completion of quarter

3.2 YEAR 2 TECHNICAL FIXED-FEE DELIVERABLES

The original LRDP contract includes 23 technical fixed-fee deliverables for Year 2. In Annex C, we include a revised fixed-fee deliverable table for USAID's consideration. The revised fixed-fee deliverable table better balances payments across the project's components and required results and more appropriately reflects the activities to be implemented in Year 2. The total amount for Year 2 fixed-fee deliverables has not been modified from the original contract. The reasons for any proposed changes to fixed-fee deliverables are provided in a separate document submitted along with this work plan. In addition, methods of verification and quality standards are proposed for each deliverable.

4.0 COMPONENT 1: INCREASE CAPACITY OF THE GOC TO RESTITUTE LANDS TO VICTIMS OF CONFLICT

4.1 CONTEXT

Three years into the ten-year life of the restitution transitional justice process, the institutional infrastructure for the LRU (i.e., field offices, procedures, and inter-institutional agreements) has been established. Despite this success, the LRU faces many challenges to accomplish its mandate to restitute land. The unit's efforts are hampered by lack of strategic support and/or institutional capacity from other GOC entities. The Ministry of Defense needs to take a more proactive role in expanding the micro-focalized secure areas where restitution claims can be processed, provide better protection for claimants and their leaders, and expand demining efforts. Congress needs to pass a reform to Law 1448 to allow judges to act in a more expeditious manner in cases where there is no opposition and to mandate the processing of collective restitution judicial findings. The GOC needs to mandate stronger inter-institutional coordination (particularly in the area of parcel identification), expand the specialized judicial sector restitution function, and expand the capacity of the Public Defender's Office to support secondary occupants.

The next year is critical because the GOC must ensure that the LRU has the financial and technical resources to handle the increased restitution caseload that could result from a post-conflict scenario of expanded micro-focalized areas where the LRU can operate. Scaled-up restitution case processing will also require support to expand specialized judicial restitutions units and strengthen capacity to handle the dynamics associated with armed conflict and location of victims. The Public Defender's Office's restitution function must be strengthened to ensure that it has the technical and financial resources to handle the magnitude of the secondary occupant representation dynamic that unexpectedly surged over the past year and created negative publicity for the LRU. The Ministry of Defense and police need to have the technical and financial resources to expand their support for restitution processes in the field and facilitate demining—the latter a critical need identified by the LRU for support by international donors.

4.2 RESTITUTION COMPONENT YEAR 1 RESULTS

Year 1 results in the Restitution Component included:

- Support for the adoption of and training in the new LRU procurement manual for LRU officials.

- The successful LRDP pilot Cordoba University Certificate Course in Land Restitution, which provided a replicable model for other regions to sensitize local civil society to complex restitution issues.
- The successful LRDP pilot Multidisciplinary Case Clinics in the regions, which provided an important new and innovative mechanism for technical discussions between local entities involved in the restitution process. A document that includes recommendations and alternatives for resolving cases will be distributed among participating entities. The effectiveness of these recommendations for resolving cases will be measured through the number of restitution rulings the LRU is able to process.
- Support for the first High-Level Technical Dialogue for Restitution Policies. This event facilitated a public discussion on security issues that affect the LRU's ability to utilize its installed capacity to process restitution cases.
- LRDP and its new paradigm gained the understanding and trust of the LRU.

NORTH CAUCA:

- Application of the RIA and Advanced Participation Methods with the regional LRU, other GOC agencies, and civil society identified local bottlenecks. Consolidated and conclusive results will be presented after all regional participating entities have been assessed and then presented to USAID in a subsequent QSR for joint prioritization exercise.

MONTES DE MARIA:

- Forty-nine members of civil society and public officials were trained on land restitution issues through a Cordoba University Certificate program.
- Strengthened inter-institutional relationships between the Public Defender's Office and the LRU resulted in joint activities.
- A strategy was developed for LRDP support for critical land rights protection activities in Bolivar, Sucre, and Cordoba to address ongoing displacement dynamics. The firm selected to implement the subcontract is expected to begin during first quarter of Year 2.
- Support was provided for the adoption of a restitution property return protocol by the *Sistema Nacional de Atención y Reparación Integral a las Víctimas* (National System for Victims' Assistance and Comprehensive Reparations [SNARIV]) subcommittee at the local level. Establishment of a legal entity for the Sucre Land Restitution Subcommittee through technical and legal support to the design of the Administrative Act Decree 0181 of 2014 created the subcommittee and established its internal regulations. Direct sensitization of responsible officials from SNARIV institutions was also provided in order to improve coordination and decision making at the core of land subcommittees.

4.3 CHALLENGES AND OBSTACLES

Improvements to the overall restitution process, led by the LRU, must be made for the GOC to effectively handle a scaled-up restitution caseload. In particular, the LRU needs to conform ad hoc regional restitution subcommittees to enhance critical inter-institutional cooperation efforts. To fully complete its ten-year transitional justice mandate, the LRU must ensure that prioritization and

resources are allocated in the National Development Plan during the second term of the Santos administration. Regional entities will also require technical assistance and institutional strengthening to carry out their mandates in relation to restitution process. Because half of LRU employees are contractors and have been with the LRU for a relatively short period of time, a continuing employee training plan is critical. Training public officials from other relevant entities is also paramount.

As mentioned above as one of the project's overall challenges, there is the possibility of a change in the LRU Director and high-level staff in other entities. These new GOC officials will face a learning curve to understand the complex and critical processes that the LRU manages. Security has become an even more important concern with multiple dimensions involving threats to LRU officials, victims, and their community leaders, and continuing displacements involving new illegal groups. With the progress of the restitution process, differences of opinion regarding legal interpretation of Law 1448 have surfaced within the SNARIV, civil society, universities, think tanks, and government watchdog groups that could become an obstacle if not resolved.

A window of opportunity exists to use the new National Plan 2014–2018 for President Santos' second term to guarantee fiscal resources for entities whose response is critical for the effective implementation of both national and regional legal rulings. At the regional level, providing additional resources to mayors is critical for the restitution process. The 2014 presidential election resulted in a mandate for the Peace Process, including the restitution process. The present discussions in Havana on the involvement of victims in the Peace Process could provide an opportunity for increased support for the restitution process.

Regional entities, particularly mayors, need to be more involved in supporting restitution, especially the post-legal ruling process. Distributing national resources to mayors is a critical bottleneck that has to be resolved. There is still a major deficit regarding knowledge of the restitution process on the part of key public officials. For this reason, training of regional public officials (mayors, departmental officials) in restitution processes is also a critical activity during Year 2.

4.4 RESTITUTION YEAR 2 DEVELOPMENT APPROACH

Over the next year, LRDP support for restitution will focus on the following areas:

1. Promote enhanced inter-institutional and national-regional coordination in prioritized zones, resource allocation, and processing times to enable restitution to become a fundamental part of the GOC integrated response for victims' reparations. For example, the project will actively participate in the local restitution subcommittees that are made up of local institutional actors as prescribed by law. An essential objective of the subcommittees is to coordinate with SNARIV. These subcommittees will facilitate, strengthen, and train participants on the law's contents to enhance their working knowledge for improved regional implementation. LRDP will work directly with municipalities and departments to train them on their specific responsibilities pertaining to the restitution process and offer a broader context of the interpretation respecting land and rural development policy. To ensure success, this process must be coordinated with national relevant entities through workshops.
2. Support the modernization of the land administration system in Colombia to facilitate the systematic and massive legal identification of rural properties through enhanced Notary, Registry, and Cadaster coordination. In the short-term and in priority areas, LRDP will support the simultaneous and

massive property identification and registry update between Registry/Cadaster and INCODER for restitution purposes.

3. Strengthen property displacement protection measures so that internally displaced populations in areas where the restitution process is not able to operate are protected.
4. Strengthen the restitution process security protocols, including supporting and promoting the work of NGOs in carrying out participatory non-technical mine assessments.
5. Support the enhanced cooperation between the LRU, INCODER, and the Public Defender's Office to effectively deal with the secondary occupant issue. A legal analysis will be conducted to identify adequate solutions, primarily ones that ensure secondary occupants are titled lands once the requirements are met. Through LRDP's support, a signed memorandum of understanding (MOU) exists between the Public Defender's Office and the LRU that assures that secondary occupants be represented by the Public Defender's Office. In Year 2, LRDP will support the GOC with incorporate the MOU into the National Development Plan to secure resources for this initiative.
6. Train public officials from relevant GOC entities involved in the restitution process. to
7. Focus on gender through training women on their land rights, and building a methodology for special access to land for women.
8. Focus on restitution for ethnic minorities through studies of ethnic community land rights and building a methodology for conflict resolution and consensus building between ethnic, judicial, and administrative authorities on restitution topics.

REQUIRED RESULT 1.1: INCREASE CAPACITY OF NATIONAL AND LOCAL LRUS TO IMPLEMENT THE LAND RESTITUTION POLICY THROUGHOUT COLOMBIA

There are several themes related to the capacity of the LRU to complete restitution cases that carry across the three Required Results of Component 1 and overlap or complement efforts implemented in Components 2 and 4. An important one is the activation of the land restitution subcommittees in LRDP regions. These are part of the municipal transitional justice committees and are complementary to the municipal formalization plans supported under Component 2. To improve the efficiency of the LRU to scale up its ability to process restitution cases using better quality data LRDP will be required to support several critical areas. One key action is the continued training of LRU staff in the use of the integrated management system that combines budgets, actions plans, implementation processes, and other operational processes. Training LRU staff on use of the inter-institutional information exchange systems supported by Component 4 is also critical to this Required Result and the sustainability of LRDP interventions. Support for the digitization of the restitution case files for access by judges under Required Result 1.2 will also contribute to this required result. Once the digitized system is up and running, all LRU officials will have access to data and will be able to process applications and input information directly into it. The Compensation Fund will also require support to develop a cash flow management plan that anticipates judicial rulings requiring compensation. Continued strengthening of LRU's capacity to process gender and minority cases with differential approaches will be ongoing. Strengthening of internal security protocols of the restitution process will take on increased importance.

Intervention of the Project/Activity (Estimated Resources)	FY 2015				Products	Location	Fixed-Fee Deliverable (FF)	Monitoring and Evaluation Plan (MEP) Indicators	Correlation: Dependent or Parallel to Which Component(s)?
	Q1	Q2	Q3	Q4					
Activity 1.1.1: Introduce performance management systems that link budgets, action plans, and procurement to results and provide enforcement mechanisms									
Improve management capacity and skills of senior LRU officials (STTA)					LRU management capacity improved through workshops	National	R1 Y2	PO3 PO5 1.1.1	M&E GOC
Activity 1.1.2: Strengthen risk-management to protect LRU staff, victims, and field assistants									
LRU security protocols updated (STTA)					Updated protocols, validated by LRU	National		PO3 1.1.1	
Support pilot community participatory non-technical survey as part of the demining processes (Grant)					Pilot of a non-technical survey that show areas affected by landmines	Montes de María		PO3 1.1.1	Rural Development
Activity 1.1.3: Support the LRU Compensation Fund to assist victims with debt relief									
Support the design and train staff in the use of the Compensation Fund's Financial Model (STTA)					Training sessions conducted	National and regional		PO3 1.1.2	M&E GOC
Counterparts: Land Restitution Unit, SNARIV entities, territorial entities, IGAC, MARD, SNR, judges of the Republic									

REQUIRED RESULT 1.2: SUPPORT, STRENGTHEN, AND/OR IMPROVE LEGAL AND ADMINISTRATIVE PROCEDURES THAT GOVERN LAND RESTITUTION POLICY AND ADVOCATE ADOPTION OF APPROACHES TO ENSURE THAT GOC MEETS ITS TARGETS FOR RESTITUTION

The GOC is presently underutilizing the potential of collective restitution measures to meet quantitative targets. LRDP will help develop new regulations for collective restitution that will involve active participation of INCODER, the CSJ, and the Ministry of Interior. There is also the potential to expand the use of administrative (versus judicial) procedures to resolve restitution cases. The expanded use of collective and administrative procedures also will be complementary to the formalization activities carried out under Component 2. LRDP support will be required for training for LRU employees and other entities officials in the use of these collective and administrative restitution procedures. Part of this training will include specific gender and minority criteria that officials need to consider. LRDP activities contemplated under the use of non-technical surveys for identifying areas with mines and enhanced LRU risk-management processes will permit the expansion of micro-focalized areas allowing the LRU to take an increased restitution caseload.

REQUIRED RESULT 1.3: BUILD INSTITUTIONAL CAPACITY OF ENTITIES INVOLVED IN THE LAND RESTITUTION PROCESS, ENSURING MORE EFFECTIVE INTERAGENCY COORDINATION

Intervention of the Project/Activity (Estimated Resources)	FY 2015				Products	Location	FFD	MEP Indicators	Correlation: Dependent or Parallel to Which Component(s)?
	Q1	Q2	Q3	Q4					
Activity 1.2.1: Support the design and implementation of a training strategy for relevant GOC entities of land restitution policy as well as for land restitution policy beneficiaries									
Design and conduct in depth technical courses tailored to specific audiences within the LRU. These courses will include restitution processes, environmental regulation, and other topics. (In other Required Results, this activity addresses other audiences.) (Subcontract/STTA)					Education and training strategy socialized with the regions and the LRU	Bogota and regional		PO3 PO5 1.1.1	M&E GOC; Formalization
Activity 1.2.2: Support the development of the regulatory framework for land restitution policy									
Support the development of regulatory and legal tools to improve effectiveness in restitution processes (Direct implementation, STTA)					Analytical report with requirements on regulatory developments, regulatory proposals;	Bogota	R3Y2	PO2 PO4	Formalization
Activity 1.2.3: Support IKM framework to improve administrative and judicial processing of restitution claims in the LRU									
Support the implementation of the LRUs Integrated Management System (document management process/digital record) (Subcontract/STTA)					Technical reports on progress of system implementation	Regional, procedures based at national level	R2Y2	PO3 1.1.1	M&E GOC
Activity 1.2.4: Strengthen procedures and approaches in the land restitution policy to broaden participation of women, children, teenagers, and Afro-Colombian and indigenous populations									
Build a common language and priorities for restitution (Grant)					Implementation of methodology to unite traditional, judicial, and administrative authorities in a productive dialogue for conflict resolution concerning restitution	Bogota and regional	R4 Y2	PO3 PO5 1.1.1	Formalization; Gender and Minorities
Conduct an assessment to identify and classify the land seized from ethnic communities. (STTA)					Technical document on illegally seized lands of ethnic groups	Northern Cauca and Meta	R6 Y2	PO3 1.1.1	Formalization; Gender and Minorities
Disseminate, solicit feedback, and implement judicial tools available to women with respect to differential restitution procedures (STTA)					Report on judicial restitution tools available to women	National		PO1 PO2 PO4 PO5 O1.1 1.1.1	Gender and Minorities
Provide training on land rights with a differential approach (Direct implementation)					Women and minority leaders trained; training materials developed; LRU framework for women and minorities designed	Bogota and regional		PO5	M&E GOC; Gender and Minorities
Counterparts: Land Restitution Unit, SNARIV entities, territorial entities, IGAC, MARD, SNR, judges of the Republic, ethnic authorities									

IN THE FULFILMENT OF THEIR MANDATES, BOTH IN THE ADMINISTRATIVE AND JUDICIAL STAGES OF THE PROCESS AND TO COMPLY WITH RESPECTIVE SENTENCES

A key project activity will be to strengthen the strategy for LRU parcel identification in INCODER and/or SNR databases. Parcel identification process is the longest and most difficult part of the restitution process. Due to a lack of inter-institutional coordination and non-standardization of technical specifications, the same parcel often requires multiple surveys by different agencies. LRDP will conduct a pilot parcel identification process that will simultaneously serve the needs of a cadastral survey, restitution, and formalization purposes. Activities implemented under Component 4 will facilitate the cross-referencing with the INCODER cadaster and SNR databases and verification at the field level. As with other Required Results under this component, strengthening the role of municipalities in the restitution process is key.

Meeting the GOC restitution targets requires greater support from other entities than what the LRU is presently receiving. For the LRU to significantly scale up its processing of restitution claims over the next year, enhanced inter-institutional coordination and cooperation is crucial. LRDP will support the implementation of the legally mandated SNARIV process at the regional level through the formation of restitution subcommittees. LRDP will work with territorial entities, including mayors' offices that serve as members of the SNARIV regional subcommittees. The technical dialogue events supported by LRDP also provide an important forum for public discussion of key restitution processes that require effective inter-institutional coordination, such as security protocols.

LRDP support for the efforts with the land restitution subcommittees in LRDP regions will help to update tools, procedures, and instruments for rural land protection. While the RUPTA can provide a certain degree of protection for informal properties, significant weaknesses in getting properties into the RUPTA leave many properties at risk. LRDP will help conduct a diagnostic of registry protection in order to encourage this important process.

Addressing the issue of secondary occupants will require a distinct strategy, particularly as the LRU expands the micro-focalized areas. The strategy will require a diagnostic to assess the magnitude of secondary occupants. This initiative began in Year 1 and will continue in Year 2. Scaling up the judicial rulings for restitution will also require a greater involvement of mayors and civil society to protect the delicate social fabric in rural areas. LRDP support will help ensure that the DNP allocates significant resources in the new National Development Plan to ensure a successful post-ruling process.

5.0 COMPONENT 2: STRENGTHEN THE

Intervention of the Project/Activity (Estimated Resources)	FY 2015				Products	Location	FFD	MEP Indicators	Correlation: Dependent or Parallel to Which Component(s)?
	Q1	Q2	Q3	Q4					
Activity 1.3.1: Catalyze inter-agency coordination through activating working groups as established by the law for land restitution policy implementation: <i>Comité Territorial de Justicia Transicional</i> (Regional Transitional Justice Committees), subcommittees of restitution, <i>Comité Operativo Local de Restitución de Tierras</i> (Local Operational Committee for Land Restitution)									
Activate the capacity of land restitution subcommittees (part of municipal transition justice committees) to implement inter-agency agreements and action plans, prepare budgets, and support victim reparation in LRDP regions (Direct Implementation, Subcontract)					Land restitution subcommittees operational; progress reported through LRDP reporting	Regional	R8 Y2	PO3 PO5 1.4.1	Formalization; Municipal Plans
Strengthen the implementation of communication strategies of relevant GOC entities for internal processes as well as for the community (Direct Implementation)					Communication tools specific to regional needs including community radio, workshops	National and regional		PO5 1.2.1	
Activity 1.3.2: Provide technical assistance to regional entities to fulfill their obligations related to the land restitution policy									
Strengthen the capacity of municipalities to implement land restitution policy for budgeting and allocation of resources within existing mechanisms (Direct Implementation, Subcontract)					Municipal restitution work plan included into the <i>Plan de Acción Territorial del SNARIV</i> (PAT)	Regional	R5Y2	PO1 PO2 PO3 PO5 O1.1	Formalization, Rural Development
Strengthen property displacement protection measures so that internally displaced populations are protected (Subcontract)					Recommendations; land tenure protective measures applied as a result of LRDP inter-institutional coordination	National and regional		PO3 1.1.1 1.4.1	
Impact the National Development Plan, promoting the allocation of national budget resources to municipalities and other GOC entities related to restitution, for the implementation of restitution policy (Direct Implementation, STTA)					National Development Plan; minutes and meetings	Bogota and regional		PO1 PO2 PO3 PO4 O1.1 1.1.1	
Activity 1.3.3: Support interconnection of rural cadaster, property registries, and update records									
Conduct a pilot of parcel identification that simultaneously serves cadaster survey and restitution and formalization processes (Subcontract)					Document with a multipurpose methodology; lessons learned; best practices document	Bogota and regional	R7Y2	1.1.1 2.1.1	Formalization
Activity 1.3.4: Support analysis of judicial rulings and strengthen the institutional capacity to apply sentences of post-judicial ruling actions in the land restitution legal framework									
Propose solutions for dealing with secondary occupants (Direct Implementation, STTA, Subcontract)					Recommendations; Databases (100 households); instruments updated and validated	Bogota and regional		PO3 1.1.1	Formalization
Counterparts: Land Restitution Unit, SNARIV entities, territorial entities, IGAC, MARD, SNR, judges of the Republic, ethnic authorities									

CAPACITY OF THE GOVERNMENT OF COLOMBIA TO FORMALIZE RURAL PROPERTY

5.1 CONTEXT

Building upon the achievements and findings of the first year, LRDP will continue to support GOC institutions in developing new efficient approaches to address the enormous challenge of overcoming rural property informality in Colombia. Certain evidence shows that the magnitude of informal land tenure in rural Colombia, which displays varying degrees of informality, may reach as high as 80 percent in some departments (e.g., Boyacá). The resulting legal uncertainty is a heavy burden for the rural sector and brings negative social and economic impacts, including hampering sectorial investments and diminishing options for poverty alleviation and conflict reduction.

The following bottlenecks hinder the formalization process: the complexity and inconsistency of the legal framework, the cost of the formalization process both for the owner and for the GOC, the weakness and inadequacy of formalization institutions, and deficiencies in the information required to identify plots.

To overcome these challenges, the GOC is developing a new approach to focus on large-scale formalization and reducing the negative incentives to rural formalization. The approach includes the following measures: adopting a new legal framework, reducing formalization costs, a shift toward planned interventions, establishing new logistic and operational procedures to implement widespread and coordinated formalization campaigns, and creating new institutional arrangements to build capacity at the local and regional levels supported by the national government. These measures will help rural populations transition from a culture of property informality caused by institutional, legislative, and cost obstacles to a culture of secure land rights formally registered in the National Registry.

To achieve this, the general purpose of the Formalization Component is to increase the capacity of GOC institutions to improve and implement processes related to public land management, property formalization, and the recuperation of illegally purchased, illegally used, or inappropriately occupied rural lands. There is a pressing need to leverage best practices to scale up these efforts and reduce costs/processing times of formalization to bring it more in line with global standards.

5.2 FORMALIZATION COMPONENT YEAR 1 RESULTS

- Establishment of an institutional inter-agency coordination mechanism on land formalization, which—through periodical coordination meetings between MARD, IGAC, DNP, SNR, and INCODER—have addressed strategies and actions to implement massive formalization.

- Establishment of a regional inter-institutional formalization coordination committee for Montes de Maria.
- Registry of 781 adjudicated state land parcels.
- A draft new law for formalization (expected completion at end Year 1).
- Analysis of local experiences to identify bottlenecks and best practices for formalization.
- Draft Unified Formalization Methodology (public, private properties).

NORTH CAUCA

- Strategic agreements reached for the development of municipal formalization plans in North Cauca.

MONTES DE MARIA

- Identification of two bottlenecks and a plan prepared to remediate them.
- Through the implementation of the formalization pilot in Macayepo (Carmen de Bolivar), discovery that several parcels belonging to a restitution micro-focalized area overlap with other parcels, particularly those on the border between Ovejas and Carmen de Bolivar. In light of this situation, the LRU Bolivar office requested that IGAC determine to which department these parcels actually belong.
- In Montes de Maria, findings by the LRU that along with those people who occupied parcels initially abandoned by *campesinos*, other *campesinos* also may have endured violence while on the property, which is why they cannot be considered “third parties acting in bad faith,” although on occasion they may have bought at a low price.

5.3 CHALLENGES AND OBSTACLES

Significant opportunities exist to achieve major advances in formalizing rural land tenure during Year 2. However, significant challenges and obstacles remain and these must be fully understood and addressed in both planning and operational terms. The main challenges include the following:

- The existing legislative framework for land formalization is not conducive to cost-efficient, effective, and replicable formalization of land tenure on a massive scale. Therefore a new legislative framework for formalization must be developed and put into operation by the GOC.
- The current institutional framework for land formalization is also a major constraint. Numerous government institutions are responsible for implementing key elements of the process, but no one agency has the overall responsibility to ensure implementation of the process and monitor results. To meet the GOC's own formalization targets, a new institutional framework for formalization must be established and made operational.
- The current demand-based approach of the government's formalization process results in relatively few parcels actually being formalized and at high unit cost per parcel. Furthermore, the current approach does not take advantage of a unique operational opportunity to update and/or form the rural cadaster, and does not target the geographic regions where formalization will have the greatest impact in social and economic terms. To be effective, a shift in approach from formalization by

demand to provision of public service on a systematic scale is required. The formalization process and the updating of the rural cadaster (geographic location, physical extent, and value of the land parcel) must also be directly integrated. However, government agencies will need to both accept this new approach as well as be strengthened to provide the needed public services or be willing to make use of service providers through outsourcing of technical services.

- The regional and municipal-based strategy for implementation of formalization will require the creation of technical, planning, and administrative capacities at the sub-national level of government to enable the adoption and implementation of the Municipal Formalization Plan approach. Currently, most municipal governments are ill-equipped to take on this responsibility and, therefore, innovative approaches including provision of technical assistance and guidance from national agencies and outsourcing of services will be needed.

5.4 FORMALIZATION COMPONENT YEAR 2 DEVELOPMENT APPROACH

The seven key issues and strategic emphases for Year 2 are:

1. Given the MARD's decision to shift its formalization strategy from national direction and implementation of pilot exercises to an approach based on Municipal Formalization Plans, LRDP will support this shift to the regions by developing a Formalization Plan model using the municipality of Ovejas in Montes de Maria. This model will then be adapted to the context of municipalities in North Cauca. It is critical for LRDP to ensure that the 2014–2018 National Development Plan provides adequate recognition and financing to replicate the plans for other municipalities, and to assist the municipalities in implementing plans utilizing the integrated, systematic, and massive methodology in selected geographic zones that has been developed by MADR with support from LRDP. Alternative methods and mechanisms of justice and conflict resolution will be part of this strategy.
2. Effective implementation of titling, formalization, and recuperation of land in the regions hinges on establishing the required legal, institutional, and policy foundational elements at the national level. To support the establishment of these foundational elements, during Year 2, LRDP will:
 - a. Support the development of draft legislation for the formalization of land rights on private and public lands;
 - b. Complete a comprehensive diagnostic of the legal, institutional, technical, and administrative aspects of establishing a new national institutional structure for land administration, including titling and administration of public land, formalization of private land, and recuperation of land; and
 - c. Propose a titling and formalization policy approach that is anchored by the implementation of titling and formalization efforts through planned interventions at the regional level in selected geographic areas that provide public services systematically as a replacement for geographically dispersed interventions that respond to individual demand.
3. LRDP will analyze existing agrarian processes, propose modifications, and develop effective agrarian legal processes for the recuperation of land and the establishment of the Land Fund in support of the Peace Accords.
4. The history of INCODER (and previously INCORA) of not registering land titles resulting from the state land adjudication and titling process provides an opportunity for LRDP and the GOC to demonstrate progress with formalization. LRDP will develop and implement a plan for the massive

registration in the National Registry of property documents of 4,700 parcels of land that were titled by INCODER during the period of 2009–2013 but never formally registered. LRDP will also work directly with INCODER and the National Registry to identify and implement inter-institutional policies and administrative mechanisms to avoid this situation from reoccurring in the future.

5. A process of formalization without the requisite institutions, accessible services, and a culture of formality is not sustainable over time and does not foster long-term positive impacts. To address the need for a culture of formality, the LRDP will work to develop innovative mechanisms that promote the sustainability of formality and assist the GOC and private sector to implement these mechanisms at the national and regional levels.
6. LRDP will focus on gender through designing protocols to avoid gender discrimination on formalization processes.
7. LRDP will carry out local workshops, with the community and the institutions involved in the process, to identify bottlenecks for collective titling of Afro-Colombian and indigenous land and suggest recommendations.

REQUIRED RESULT 2.1: INCREASE CAPACITY OF INCODER AND GOC INSTITUTIONS TO IMPROVE AND IMPLEMENT AGRARIAN ADMINISTRATIVE PROCESSES RELATED TO PUBLIC LAND TITLING AND MANAGEMENT

A poor *campesino* may gain ownership of a state property if he has occupied the property for a certain period of time and met other social and environmental standards required by the state. Adjudication is the agrarian administrative process where the government titles these state properties to poor *campesinos*. The titling in itself is important in the formalization process, but to obtain the full rights of property ownership, the title must be registered in the SNR. Required Result 2.1 will address the titling portion of this process.

To increase the capacity of INCODER and GOC institutions to improve and implement agrarian administrative processes related to public land titling and management, during Year 2 LRDP will emphasize capacity building through the development of municipal formalization plans as a means to coordinate local efforts with national and regional support. LRDP will develop a methodology for these plans and implement them in two/three municipalities in Montes de Maria and North Cauca with active participation of the regional offices of INCODER. Key to the development of these plans will be a legal analysis of the status of non-registered adjudications and the legal viability of their registration. LRDP will provide support for the development of recommendations to address different types of non-registered adjudication cases, including an inventory of location, situation, and legal status. An important dimension of this effort will be the design and application of protocols and procedures to circumvent gender discrimination in the formalization process. An innovative pilot project for the formalization of territorial land rights for Afro-Colombian communities in the North Cauca region will be designed and implemented. Because of the high level of land conflicts between *campesinos*, Afro-Colombians, and indigenous populations in North Cauca, LRDP will develop and implement a pilot on alternative methods and mechanisms of justice and conflict resolution and coordinate with the Afro-Colombian and Indigenous Program (ACIP) to avoid duplicated efforts.

Intervention of the Project/Activity (Estimated Resources)	FY 2015				Products	Location	FFD	MEP Indicators	Correlation: Dependent or Parallel to Which Component(s)?
	Q1	Q2	Q3	Q4					

Activity 2.1.1: Reform administrative procedures and agrarian processes for the titling of state-owned land

Carry out a legal analysis and recommendations of the resolutions of the improvement of public land titling processes and other public land access mechanisms (Subcontract, STTA)					Report and recommendations on how to solve registry bottlenecks	National		PO3	Restitution
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Activity 2.1.2: Create or strengthen institutional capacity for the administration of all agrarian processes related to rural property

Propose an appropriate institutional model for the effective implementation of all agrarian processes related to land administration (Subcontract, STTA)					Institutional model proposed	National		PO3 2.3.2	Rural Development
Submit proposals to strengthen the policy framework related to the social land use management (Subcontract, STTA)					Proposals submitted for social land use management	National		PO3 2.3.2	Rural Development

Activity 2.1.3: Facilitate women's access to formalization and titling of collective territories, and advocate for gender and ethnic-differentiated approaches

Formalization of territorial rights for Afro-Colombian communities - Pilot project in Northern Cauca coordinated with ACIP (STTA, Workshops)					Lessons learned and recommendations for improvement to formalization of Afro-Colombian groups collective territories	Northern Cauca	F4 Y2	PO2 PO3 2.1.1	Gender and Minorities
Analysis of discrimination to women in three different formalization processes (STTA)					Report and recommendations on land rights for women	Montes de María		PO3	Restitution
Provide technical support to GOC entities to develop flexible, judicial instruments and mechanisms to recognize common law relationships – which is currently an obstacle for access to land and rural development initiatives by women.					Judicial mechanisms designed and adopted by the MARD, which facilitate access by women who are not in a legally recognized marriage relationship (relationship is considered common law).	National and regional		PO1-5; Crosscutting	Gender and Minorities
Counterparts: MARD, UPRA, INCODER, IGAC, SNR, LRU, ORIP, local and regional authorities									

REQUIRED RESULT 2.2: INCREASE CAPACITY OF THE MARD AND GOC INSTITUTIONS TO EXECUTE RURAL PROPERTY FORMALIZATION ON PUBLIC AND PRIVATE LANDS

In this Required Result, public properties refer to those titled parcels whose procedure is included in Required Result 1.1, however, the title has not been registered in the SNR.

Building upon the achievements of the first year, LRDP will support three key activities to develop a new approach to rural property formalization policies in Colombia. The first activity is the development

of massive operational processes through the implementation of a pilot exercise in Montes de María, which will provide lessons learned and recommendations on the regulatory, institutional, gender, and economic aspects of land formalization. The second is a large-scale registration pilot for private lands that have been transferred informally. The third activity is the development of a National Adjudicated Land Registration Plan and the implementation of a pilot exercise for the massive registration of public lands that were previously adjudicated but never registered. Through a municipal formalization plan, LRDP will build local capacity to carry out formalization with the support of the national and regional governments. LRDP will also disseminate the formalization bill, which aims to facilitate formalization through adjustments to the legal framework and reduction of the high costs that discourage formalization. In the regions, a pilot project to formalize three prevalent and particularly challenging types of land tenure informality found in the Montes de María region (“micro-focalized” areas, National Agrarian Fund land, and land transferred to MARD) will be developed and implemented. With ethnic communities, there will be four regional workshops in North Cauca coordinated with ACIP, where community and entities will have the opportunity to discuss main issues of ethnic land titling, in order to identify bottlenecks and possible solutions and avoid duplicating efforts.

Intervention of the Project/Activity (Estimated Resources)	FY 2015				Products	Location	FFD	MEP Indicators	Correlation: Dependent or Parallel to Which Component(s)?
	Q1	Q2	Q3	Q4					
Activity 2.2.1: Develop a legal framework to support massive formalization policies by the GOC									
Support the government in dissemination of the formalization bill to congress and other stakeholders (Subcontract)					Formalization bill disseminated	National and regional		PO5	
Activity 2.2.2: Strengthen the institutional capacity of the MARD and authorities involved in the design and implementation of efforts for mass land formalization									
Support the catalytic Inter-institutional coordination (Direct Implementation, STTA)					Meeting minutes; reports on massive formalization	National and regional		PO3	
Design a methodology for the development and implementation of municipal formalization plans (STTA)					Methodology for Municipal Formalization Plans	National and regional	F2Y2	PO3 2.2.1	Restitution, Rural Development
Identify bottlenecks and best practices and provide recommendations to the government on 1) regulatory, 2) institutional, 3) gender, 4) economic aspects, based on the results of the Montes de Maria Formalization Pilot (STTA)					Pilot-based analysis on bottlenecks; recommendation related to the 4 technical areas	Montes de Maria		PO3	
Support the design of the National Adjudicated Land Registration Plan (STTA)					National Adjudicated Land Registration Plan	National		2.1.1	Restitution, Rural Development

Intervention of the Project/Activity (Estimated Resources)	FY 2015				Products	Location	FFD	MEP Indicators	Correlation: Dependent or Parallel to Which Component(s)?
	Q1	Q2	Q3	Q4					
Develop and implement the private property mass registration pilot, and pilot based analysis of bottlenecks and recommendations (Subcontract, STTA)					Private titles registered; bottleneck analysis and recommendations	National		PO1 O2.1 2.1.1 2.2.1	
Identify the gap in unregistered adjudication resolutions (database cross-referencing) (STTA)					Cross-referenced database	National	F3Y2	PO3	

Activity 2.2.3. Strengthen capacity of departments and municipalities to support land formalization

Execute pilot in Montes de María in 3 ways: a) restitution formalization, b) FNA property transfer, c) Agreement 266/11 (STTA)					Land registered titles (200); summary of pilot experience	Montes de María		2.1.1 2.2.1	
Continue implementation of the pilot for the mass registration of adjudications (Subcontract)					Registered titles by SNR; recommendation on how to do massive formalization	Cauca, Amazonas, Antioquia, and Huila		PO1 O2.1 2.1.1	Restitution, Rural Development
Formulate and begin implementation of municipal plans in LRDP regions (STTA)					2–3 Municipal Formalization Plans	Montes de Maria and Northern Cauca	F2Y2	PO3 2.1.1 2.2.1	Restitution, Rural Development
Strengthen the capacity of municipalities to improve cadaster management (STTA)					Recommendations on improved municipal cadaster management based on the Montes de María Experience	LRDP Regions	F5 Y2	PO3	Restitution
Develop and implement a pilot on alternative methods and mechanisms of justice and conflict resolution through municipalities (Grant)					Pilot activity	LRDP region: Tolima/Cauca	F1 Y2	PO3	Restitution
Counterparts: MARD, UPRA, INCODER, IGAC, SNR, LRU, ORIP, CSJ, judicial branch, Consolidation Unit									

REQUIRED RESULT 2.3: INCREASE CAPACITY OF INCODER AND GOC INSTITUTIONS TO RECOVER ILLEGALLY PURCHASED, ILLEGALLY USED, OR INAPPROPRIATELY OCCUPIED LANDS, AND THEIR MANAGEMENT TO BE USED IN LAND AND RURAL DEVELOPMENT PROGRAMS

The initial accords reached in the peace negotiations in Havana have emphasized the need to create a new Land Fund that takes into account the multiple mechanisms to recover land. As part of LRDP's support for the design and implementation of the new Land Fund, the project will facilitate the establishment of an inter-ministerial committee including MARD, the Ministry of Environment, and the

Ministry of Finance. LRDP will prepare a study to develop legal, institutional, fiduciary, and administrative guidelines for the establishment and operation of the Land Fund.

Restitution, formalization, and rural development policy must incorporate a feasible strategy to recover public land unduly occupied or illegally used. Increasing the capacity of INCODER and GOC institutions to recover lands will be accomplished by providing estimates of the amount and location of land that can potentially be recuperated for the expected Land Fund. Specific legal and administrative strategies for recovery of these lands will be proposed.

Intervention of the Project/Activity (Estimated Resources)	FY 2015				Products	Location	FFD	MEP Indicators	Correlation: Dependent or Parallel to Which Component(s)?
	Q1	Q2	Q3	Q4					
Activity 2.3.1: Support the incorporation of all former National Narcotics Directorate (DNE) lands into the GOC Land Bank									
Establish the Land Fund/Bank (guidelines proposed for the establishment and management of the land fund) (STTA, Subcontract)					Guidelines for establishment and management of Land Fund/Bank	National		PO3 2.3.1	
Define land recovery strategies for the Land Fund/Bank (estimate of lands potentially recoverable) (STTA)					Strategy for recovery of land and estimates of recoverable land defined	National	F7Y2	PO3 2.3.1	Restitution
Train INCODER and MARD officials on the new Land Forfeiture Law, <i>Ley 1608 (Extinción de Dominio)</i> (STTA, Workshops)					4 regional and 1 national training workshops	National and regional	F6Y2	PO5	Restitution
Activity 2.3.2: Improve the agrarian and legal processes for the recovery and administration of the state own lands									
Legal review and analysis of the status of agricultural and forfeiture processes (PPP studies update) (STTA)					Report	National		PO3 2.3.1	Restitution
Propose judicial procedures to resolve difficult cases related to property demarcation (STTA)					Judicial procedures manual proposed	National		PO3 2.3.1	Restitution
Propose improvements in the administration and use of recovered land (STTA)					Report	National		PO3 2.3.1	Restitution
Counterparts: MARD, INCODER, Ministry of the Environment, CISA-SAE, Peace Commission									

6.0 COMPONENT 3: INCREASE OPPORTUNITIES FOR SUSTAINABLE LICIT RURAL LIVELIHOODS IN CONFLICT-AFFECTED AREAS

6.1 CONTEXT

Despite good intentions on the part of the GOC to increase its focus and investment in rural areas and reduce the urban/rural poverty gap, institutional capacity to promote rural and agricultural development is lacking, particularly at the local government level. Public policy sectorial instruments do not reach where they need to and regions lack the resources and capacity to contribute to their own comprehensive rural development. One result is the lack of effectiveness in rural areas and minimal impact of rural public investment, which is still very low when compared to urban areas. As part of the resolution of the agrarian strike in September 2013, the GOC entered into an Agrarian Pact, which generated thousands of bottom-up proposals that the GOC will need to prioritize and finance before the end of 2014. The GOC has made rural investment a higher priority, reflected in a significant increase of the sector's budget as well as initiatives such as the Rural Mission and the Peace Accords.

6.2 RURAL DEVELOPMENT COMPONENT YEAR 1 RESULTS

- Various bottom-up community participation strategies promoted to identify and articulate community priorities.
- More than 115 community events supported in which close to 5,000 people from the 38 municipalities of Montes de Maria, Northern Cauca, and Southern Tolima came together to identify rural development policy priorities and prioritize projects that create better opportunities for sustainable livelihoods. Overall, the Agrarian Pact received 4,400 community-generated projects from 1,000 municipalities. Eighty percent of the projects proposed were productive in nature. The project helped the GOC collect, organize, and classify over 90,000 public policy proposals to reform the sector through this mechanism (community expressed strategic priorities).
- Methodology and timeline for Agrarian Pact process for community participation delivered.

- Specific LRDP support for the municipalities in Montes de Maria, North Cauca, and Southern Tolima that resulted in the formulation of 119 projects presented for public financing, including within the Agrarian Pact process.
- Identification of budget execution bottlenecks in MARD and its associated entities: CORPOICA, INCODER, Rural Agricultural Planning Unit (UPRA), LRU, Finagro, Banco Agrario, CCI, and AUNAP, which will be presented to USAID in Q1 Year 2 after final analysis.
- Supported the development of 158 community events in Montes de María that involved the participation of 4148 people. The inputs collected from these meetings will be fed into seven regional project profiles. This methodology, developed to harness the power of communities and *campesinos* themselves, will be applied in other LRDP regions to support bottom-up initiatives that are outside the scope of existing institutional models and channels, such as CMDRs and *Consejos Departamentales de Desarrollo Rural* (Departmental Councils for Rural Development, or CONSEAs).
- Key strategic inputs developed for institutional strengthening plans for the Secretaries of Agricultural, including objectives, components, and coordination mechanisms.
- Design and application of the RIA for departmental and municipal Secretaries of Agricultural in Montes de María, North of Cauca, and South Tolima to generate a baseline for the institutional strengthening plans. The project will analyze and present the results to USAID during the first quarter of FY2015.
- Increased consensus on the need to restructure the public agricultural institutional framework to provide greater support for rural development with a territorial focus.
- Support for the MARD effort to reorient its strategy for agriculture and rural development policy to focus on the provision of public goods and efficient resource execution rather than delivery of subsidies

NORTH CAUCA

- Consensus reached on inter-institutional arrangements for a regional rural development plan for North Cauca that include the participation of Contrato Plan, the Cauca Secretary of Agriculture, DNP, and municipalities.
- Reactivation of CDMR and CONSEA as a mechanism of identification and prioritization of projects to increase rural public investment in LRDP regions.
- Application of LRDP's rapid institutional assessment for Secretaries of Agriculture in order to establish baseline for capacity development for institutional-strengthening plans.

MONTES DE MARIA

- Reactivation of CDMR and CONSEA as mechanisms for identification and prioritization of projects to increase rural public investment in LRDP regions.
- Construction of a Montes de Maria-Cordoba Stakeholders' Map

- Application of the RIA for Secretaries of Agriculture in order to establish baseline for capacity development for institutional strengthening plans. The project will analyze and present the results to USAID during the first quarter of FY2015.

SOUTH TOLIMA

- Reactivation of CDMR and CONSEA as mechanisms for identification and prioritization of projects to increase rural public investment in LRDP regions.
- Application of RIAs to Secretaries of Agriculture to establish baseline for capacity development for institutional strengthening plans.

6.3 CHALLENGES AND OBSTACLES

It is critical that the National Development Plan for 2014–2018 include both the proper framework for integrated rural development with a territorial focus and sufficient resources to implement it. Bottlenecks that must be resolved include a current budget implementation process that is overly centralized and ineffective, weak regional institutional capacity, and lack of clarity and consensus regarding rural development public goods. Additional measures need to be taken to ensure a greater decentralization of resources. This means a greater level of resource allocation to the territorial entities such as Secretaries of Agriculture and others involved in rural development implementation at the regional level.

The GOC is in great need of a major institutional redesign of the public agricultural sector, and LRDP can provide critical inputs to ensure that the new institutional framework is conducive to facilitating rural development with a territorial focus.

There is an ongoing shift in the leadership of the public agricultural sector institutions. If the MARD keeps allocating resources for subsidies to specific producer groups, it could endanger financing the 4,300 projects developed by the regions under the Agrarian Pact.

6.4 RURAL DEVELOPMENT COMPONENT YEAR 2 APPROACH

LRDP's main objective will be to support the increase of rural investment across private and public sectors by promoting community participation focusing on the achievement of greater impact and better resource allocation. The project's activities will pursue the development of territorial rural development strategies, which include institutional strengthening actions, capacity building at the local level for productive project design, recommendations for streamlining instruments and resource execution, and applying inputs gathered during Year 1 in Cauca, Montes de María, and Tolima. Specific actions include:

1. Increase capacity of national, regional, and local GOC entities to design, coordinate, and implement sustainable local development plans with community participation, taking into account different funding sources including the national budget, royalty funds, local government budgets, and private-sector funding.
2. Support the identification and resolution of structural bottlenecks that restrict the flow of funding sources for the implementation of rural development initiatives, both regionally and nationally.

3. Support GOC in the activation and utilization of the CONSEA and CMDR structures, among others, to consolidate local consultation and community participation mechanisms continuing work from Year 1. This will include community participation in the design and construction of rural development plans (PDRIETs).
4. Support the GOC to identify ways to increase efficiency for the implementation of the first agenda item on land and rural development in a probable peace process in rural areas.
5. Support the development and implementation of PDRIETs to increase local capacity through methodologies that emphasize inter-sectorial coordination, strengthen national/regional linkages, and promote community participation. The Peace Process provided a specific impetus for advancing the definition of a territorial focus approach for rural development and the design of integrated interventions. LRDP will also design a public-private partnership strategy for inclusion in the PDRIET model.
6. Provide direct support to DNP's Rural Mission initiative for the development of a territorial institutional model for resource allocation and execution, reduce the social gap, design new and more effective public good instruments, and create a more efficient and modern institutional structure in the regions for the implementation of land and rural development policies.
7. LRDP's differential approach for the rural development component will deliver assistance to build capacity of indigenous women and other rural women involved in land tenure and restitution processes, and to support capacity building at the local level for designing productive projects that can be included in local and regional development plans for future financing through various mechanisms.

REQUIRED RESULT 3.1: INCREASE CAPACITY OF NATIONAL AND LOCAL GOC ENTITIES TO DESIGN, COORDINATE, AND IMPLEMENT RURAL DEVELOPMENT PLANS WITH TERRITORIAL FOCUS AND PROMOTE COMMUNITY PARTICIPATION

The major shift with activities under this Required Result for Year 2 is that they are grounded and focused at the regional level. During Year 1, LRDP was able to take advantage of the Agrarian Pact process to effectively engage with the departmental and municipal Secretaries of Agriculture, as well as with CMDRs, and help them with the community-driven process of identifying needs and articulating them into specific, feasible projects, and initiating the search for resources to finance these initiatives. During Year 2, LRDP support will continue in this area to ensure an even greater capacity of local entities to formulate rural development plans and investment programs including project banks (*bancos de proyectos*) to access a more diverse set of funding sources.

LRDP is giving important emphasis to the role that the Secretaries of Agriculture and other territorial entities can play in leading rural development with a territorial focus. To this end, the project will use Year 1 inputs gathered during Agrarian Pact to support activities and those resulting from institutional assessments to design capacity development plans for Secretaries of Agriculture. LRDP support for the community priority identification process in Montes de Maria provides an important civil society route for integrated rural development with a territorial focus. During Year 2, LRDP will explore the possibility of replicating this model and other methodologies to strengthen community participation in other LRDP-supported regions in the country.

Project Intervention/Activity (Estimated Resources)	FY 2015				Products	Location	FFD	MEP Indicators	Correlation: Dependent or Parallel to Which Component(s)?
	Q1	Q2	Q3	Q4					
Activity 3.1.1: Support development of the GOC 2014–2018 National Development Plan and draft guidelines based on sound regional evidence to improve interagency coordination and prioritize regions giving a special focus on victims, women, ethnic minorities, and landless poor farmers, and determine budget allocations									
Provide rural development and specific gender inputs to the 2014–2018 National Development Plan (Direct Implementation, STTA)					Document with recommendations, including those identified within LRDP regions submitted to DNP	National and regional	RD 1Y2	PO2 PO3 PO4	All
Activity 3.1.2: Support the formulation and implementation of local and regional development plans to prioritize infrastructure and service delivery projects, and develop five-year budgets									
Prepare a toolbox to support PDRIET formulation and implementation (STTA)					Training and implementation toolbox; methodology and training materials	Regional		PO3 PO5	Formalization; M&E GOC
Orient and train local officials in PDRIET's formulation and implementation methodologies in LRDP's 4 regions (STTA)					Attendance lists from regional trainings and three MEP formats	Regional		PO3 PO5	Formalization; M&E GOC
Support LRDP regional stakeholders to identify strategic projects that will transform/catalyze local rural development. These projects will be included into the PDRIET (Direct Implementation)					Road map and projects identified	Regional		PO3 PO5 3.1.1.	Formalization
Develop action plans to allocate and execute resources for the strategic projects identified (Direct Implementation)					Action plans to implement strategic projects	Regional		PO3 PO5 O3.1 3.1.1	Formalization
Activity 3.1.3: Support the design and implementation of land and rural development policies and programs with a bottom-up approach									
Support capacity building at the local level for productive project design through a participatory approach with women and ethnic groups (STTA)					Productive projects designed and resources identified	Regional		PO2 O3.1 3.1.2	Formalization; Restitution; and Gender and Minorities
Activity 3.1.4: Support the GOC to prioritize project planning and public investments based on community consultations									
Training on community participation mechanisms and strengthening organizations in order to consolidate "bottom-up" planning processes (STTA)					1 event in each LRDP region	Regional		PO3 PO5	Formalization
Counterparts: Territorial agencies									

REQUIRED RESULT 3.2: SUPPORT THE IDENTIFICATION AND RESOLUTION OF STRUCTURAL BOTTLENECKS THAT RESTRICT THE IMPLEMENTATION OF RURAL DEVELOPMENT INITIATIVES, BOTH REGIONALLY AND NATIONALLY

During Year 1, LRDP was able to identify three types of bottlenecks for rural development programs by both national and regional entities: 1) regulatory framework; 2) operational procedures; and 3) budget planning mechanism. These were structural bottlenecks related to inefficient budget execution, low impact of public instruments such as “convocatorias” and subsidies, and weak local capacity to identify needs and execute resources due to excessive centralization. In Year 2, LRDP will implement a pilot in North Cauca to help INCODER invest its productive project subsidies in a more integrated and efficient fashion for 277 families. LRDP will also focus on strengthening Secretaries of Agriculture and other territorial entities to advocate for more autonomy and build capacity to identify, formulate, and execute greater budget allocation. This will also strengthen the design and roll-out of rural development programs at regional level, described in Required Result 3.1.

Resolution of bottlenecks for rural development programs is highly complementary to efforts implemented under the Restitution and Formalization components. The sustainability of restitution and formalization are highly dependent upon integrated support from the GOC. Restituting or formalizing property will fail unless farmers have access to new technology, financing, and/or markets.

Project Intervention/Activity (Estimated Resources)	FY 2015				Products	Location	FFD	MEP Indicators	Correlation: Dependent or Parallel to Which Component(s)?
	Q1	Q2	Q3	Q4					
Activity 3.2.1: Support the identification and resolution or alleviation of structural bottlenecks that impede the effective implementation of rural development initiatives in targeted regions									
Resolve bottlenecks in the implementation of subsidies for INCODER productive projects (Subcontract)					Recommendations on how to allocate subsidies to productive projects more efficiently	Cauca		PO3	Formalization
Activity 3.2.2: Strengthen national and regional capacity to execute budgets assigned to rural development									
Identify actions for the effective execution of budgets at the national, regional and municipal levels (STTA)					Actions recommended to improve budget execution	National and regional		PO3 O3.1	
Activity 3.2.3: Support MARD to update, adapt, and modernize its instruments for rural development									
Provide recommendations to MARD on how to make more effective instruments for rural development (STTA)					recommendations on new and revised instruments to achieve better regional impact of sectors public goods	National and regional			Formalization; Restitution

Project Intervention/Activity (Estimated Resources)	FY 2015				Products	Location	FFD	MEP Indicators	Correlation: Dependent or Parallel to Which Component(s)?
	Q1	Q2	Q3	Q4					
Activity 3.2.4: Strengthen regional capacity to support local initiatives by increasing local autonomy and reducing excessive centralization									
Strengthen capacity of offices of Secretaries of Agriculture to overcome institutional weaknesses (municipal and department level) (STTA)					Institutional strengthening plans for LRDP regions and adjustments at national level	National and regional	RD2	PO3 PO5	Formalization; Restitution; M&E GOC
Propose a territorial institutional model adjustment for land and rural development entities (Subcontract)					Policy document on institutional adjustment on land and rural development with territorial focus proposed for the Rural Mission	National and regional	RD3	PO3	Formalization; Restitution; M&E GOC
Counterparts: MARD, DNP, INCODER, municipal and departmental Secretaries of Agriculture, private sector, civil society									

REQUIRED RESULT 3.3: BUILD CAPACITY AND ABILITY OF NATIONAL AND LOCAL GOC ENTITIES TO EFFECTIVELY DELIVER PUBLIC GOODS AND RESPOND TO THE SECTOR'S CHALLENGES AND COMMITMENTS RESULTING FROM PEACE TALKS

LRDP support goes beyond help for community identification of needs and articulation into fundable projects. The LRDP approach is to increase capacity of national and local GOC entities to design sustainable local development plans with community participation. The LRDP approach takes an additional step to ensure that these plans are developed taking into account different funding sources such as national budget, royalty funds, territorial budgets, and private sector funding.

LRDP will also help the GOC identify public goods through support for the DNP Rural Mission in the design and provision of new and more effective public good instruments and the design of a more efficient and modern institutional structure. LRDP is also in the process of creating a coalition team to generate awareness in civil society, private sector, and academics to support rural and agricultural sector modernization.

LRDP will help the GOC and the Peace Commission in particular to develop a PDRIET comprehensive rural development intervention model for post-conflict areas. Inherent to this will be the identification of interventions to increase local rural development capacity through methodologies that emphasize inter-sectorial coordination, strengthen national/regional linkages, and promote community participation.

Project Intervention/Activity (Estimated Resources)	FY 2015				Products	Location	FFD	MEP Indicators	Correlation: Dependent or Parallel to Which Component(s)?
	Q1	Q2	Q3	Q4					
Activity 3.3.1: Strengthen national co-financing of municipal infrastructure and service delivery									
Support a pilot for inclusion of irrigation and tertiary road plans within a PDRIET in a post-conflict region (Subcontract, STTA)					Pilot	South Tolima		PO3 O3.1 3.1.2	
Activity 3.3.2: Support the GOC in defining the strategy of the MARD and its executing agencies to respond to the priorities emerging from the eventual peace agreement									
Support the GOC in the implementation of a comprehensive rural development intervention model for post-conflict area PDRIET (STTA)					Support the implementation of at least 4 PDRIETs in a post-conflict area	National and regional		PO3 O3.1 3.1.2	Formalization; Restitution
Activity 3.3.3: Build local and regional capacity to implement comprehensive land and rural development policies									
Create a coalition team to generate awareness in civil society, private sector, and academics to support rural and agricultural sector modernization (Subcontract)					Expert national/ regional network for rural development consensus; national/regional lessons learned	National and regional	RD4 Y2	PO3	M&E GOC
Consolidate and apply lessons learned in countries with successful rural development experiences and models. (Subcontract)					International lessons learned brought to Colombia through study tour	National and regional		PO5	M&E GOC
Counterparts: MARD, DNP									

REQUIRED RESULT 3.4: ATTRACT PRIVATE-SECTOR INVESTMENT IN CONFLICT-AFFECTED RURAL COMMUNITIES TO GENERATE GREATER OPPORTUNITIES FOR VIABLE LIVELIHOODS

As agreed to with USAID, specific activities under this required result were not implemented during the first year of the project. The project will develop and promote an incentive package to stimulate private investment in post conflict areas and to promote PPPs for the provision of public goods in post-conflict zones. Proposed activities will be regionally based through the design and implementation of a pilot business roundtable effort in all LRDP regions. In Montes de Maria, lessons learned will be disseminated and the “*hoja de ruta*” (methodology) from *Fundación Semana* and other methodologies for community participation will be shared. It will also be important for LRDP to collect and disseminate lessons learned and best practices by Colombia Responde and other USAID regional projects working with the private sector in post-conflict settings.

Project Intervention/Activity (Estimated Resources)	FY 2015				Products	Location	FFD	MEP Indicators	Correlation: Dependent or Parallel to Which Component(s)?
	Q1	Q2	Q3	Q4					
Activity 3.4.1: Create a PPP framework that provides for public incentives and private-sector requirements									
Design and implement a pilot business roundtable (STTA)					Business roundtable and attendee list	LRDP regions	RD5 Y2	PO3 3.4.1	
Design and propose models for PPPs for provision of public goods including incentives to promote private sector investment in rural areas (STTA)					PPP model proposed	National and regional		PO3 3.4.1	
Activity 3.4.2: Develop mechanisms to promote dialogue between government, community, and investors									
Disseminate lessons learned and scale up the methodology from <i>Fundación Semana</i> and other methodologies for community participation (Direct Implementation)					Dissemination workshops	LRDP regions		PO3 PO5 3.4.1	
Activity 3.4.3: Increase participation of women and ethnic minorities in opportunities created									
Promote productive project design for indigenous women (APS) (Grants)					Women trained through a certificate course	Meta, Cauca, and Montes de María		PO3 PO5	Gender and Minorities
Counterparts: MARD, DNP									

7.0 COMPONENT 4: STRENGTHEN THE GOC'S CAPACITY TO MONITOR AND EVALUATE RESTITUTION, FORMALIZATION, AND RURAL DEVELOPMENT PROGRAMS TO RESTITUTE LAND, ISSUE LAND TITLES, AND PROMOTE SUSTAINABLE RURAL DEVELOPMENT

7.1 CONTEXT

There currently exist weak platforms and technology for data systemization and reporting related to the land sector in Colombia. There is a lack of availability and access to reliable information. The data that does exist is not shared efficiently between GOC entities, and regional information is not passed to the national level in a standardized, systematized manner. There is a historical backlog in document management of archival property information that remains in difficult to access, hard copy files. Finally, GOC entities have a low capacity to monitor and evaluate action plans and report results. All of these deficiencies slow critical GOC processes and increase their cost. These weaknesses in the information system and GOC ability to monitor and evaluate directly contribute to increased land insecurity and to a culture of informality.

7.2 MONITORING & EVALUATION GOC COMPONENT YEAR 1 RESULTS

Year 1 results in this component included:

- Conceptualization of the Land Node initiative, building upon the Unified Land Administration System concept in the LRDP proposal;
- Identification of nine national-level critical information systems for monitoring;
- Andes University journalism course;
- Engagement with the DNP on improving the SINERGIA information system;
- Support for the engagement of civil society organizations in three forums (mining at the national level as it effects women's restitution, rural development for women in Montes de María, rural development in Cauca). These three forums involved the participation of 64 women. A forum on formalization was also carried at the national level;
- Implementation of the activity to digitize IGAC's 1985 to 1999 rural parcel files;
- Development of a stakeholder map (*mapa de actores*) methodology for application at the regional level; and
- Design and application of the project's rapid institutional assessment. LRDP also designed a "methodological toolbox" to qualitatively and quantitatively evaluate the institutional capacity of the LRU, SNR, IGAC, and INCODER. To implement this battery of assessment tools, LRDP facilitated the joint identification of institutional needs these agencies face in carrying out their respective mandates. The sessions also provided space to brainstorm possible solutions. LRDP was able to carry out the evaluation of 17 of the 28 target regional institutions with the participation of 170 public officials. Those entities evaluated will soon each have an institutional strengthening plan constructed using these evaluations to overcome identified bottlenecks.

7.3 CHALLENGES AND OBSTACLES

The Land Node, mandated through the Victims Law in articles 76, 153, and 161, is a portal through which data currently held by eight distinct entities can be more readily accessed. It is a new concept and will require socialization and training to ensure its utilization and effectiveness. Its utilization and effectiveness also needs to go beyond Bogota through implementation in the regions. LRDP has already begun an institutional assessment at the regional level to determine bottlenecks related to the sharing and quality of information. LRDP will have to engage national-level institutions to help resolve the bottlenecks in the regions once identified.

There is a possibility with the second term of the Santos administration that key LRDP counterparts in the relevant communications, information, and technology directorates may be changed. As with the other components, LRDP needs to ensure that appropriate M&E policies and resources be included in the new National Development Plan. LRDP has been successful in generating interest and political will around the themes of enhanced M&E. LRDP needs to build upon this political will to generate GOC resources and effectively allocate them through standards and protocols established by the MinTIC.

Persistent and chronic problems will need to be addressed including the lack of systemization of files and databases; weak information systems in the regions; centralized planning processes; non-existent, inefficient, or weak M&E tools in the regions; and lack of ability of institutions to share information online.

7.4 MONITORING & EVALUATION GOC COMPONENT YEAR 2 DEVELOPMENT APPROACH

In Year 2, LRDP will build upon and deepen efforts initiated in Year 1 to facilitate greater land information exchange between multiple GOC entities (INCODER, IGAC, LRU, and SRN). These efforts clearly benefit and have a significant impact on the other three LRDP components. In order to make these efforts more sustainable and utilized at the regional level, LRDP staff initiated the creation of the *Nodo de Tierras* (Land Node, or NDT). After its first stage of development, the Land Node will provide a central access point for the best available land data to those GOC entities involved with land issues. Created with the political sensitivities of GOC entities in mind, the NDT will provide access to land data only. Management of the data, including creation and editing, will remain the responsibility of each entity involved.

REQUIRED RESULT 4.1: SUPPORT ESTABLISHMENT AND MAINTENANCE OF A SYSTEM TO MONITOR AND EVALUATE PROGRAMS TO RESTITUTE LAND, ISSUE TITLES, AND PROMOTE SUSTAINABLE RURAL DEVELOPMENT

At the national level, efforts will focus on achieving the effective interoperability of information and databases. The DNP plays a critical role in this, and LRDP will develop and coordinate policies on data access and use with them. Efforts will also continue with the strengthening and use of the DNP SINERGIA system. At the regional level, LRDP will continue with its RIAs. Support will continue for the strengthening of systems and applications that facilitate information exchange and planning/monitoring. Support will also continue for the engagement of civil society organizations in discussions with the GOC on various land themes.

Project/Activity Intervention (Estimated Resources)	FY 2015				Output	Location	FFD	MEP Indicators	Correlation: Dependent or Parallel to Which Component(s)?
	Q1	Q2	Q3	Q4					
Activity 4.1.1: Improve SINERGIA’s capacity to monitor GOC’s land and rural development policies, and support regular communication and results reporting to civil society									
Implement the new version of SINERGIA (Direct implementation)					SINERGIA system operating	National		4.1.1	All
Disseminate and implement the use of the SINERGIA system in the territory and the monitoring model for DNP public policy (SINERGIA Seguimiento). (Direct implementation, STTA)					10 regional workshops to improve local capacity to monitor	Regional	M&E GOC1 Y2	PO5 O4.1	All

Project/Activity Intervention (Estimated Resources)	FY 2015				Output	Location	FFD	MEP Indicators	Correlation: Dependent or Parallel to Which Component(s)?
	Q1	Q2	Q3	Q4					
Strengthen the public planning and monitoring process for regional land entities through training and technical assistance (STTA)					10 training workshops; 300 GOC official trained in planning and monitoring	Regional		PO5 O4.1	All
Develop and implement indicator reporting tools and follow up on local entities' action plans (STTA)					10 monitoring tools implemented action plans	Regional		PO5 O4.1 4.1.1	All
Activity 4.1.2: Support the development of web-based systems that monitor and exchange land information									
Strengthen information systems for the GOC land institutions in order to enable them to exchange land information (STTA/1 Subcontract)					GOC institutions land information systems operating	National	M&E GOC2 Y2	PO3 PO5 O4.1 4.1.1	All
Develop and implement a land information interoperability platform, <i>Nodo de Tierras</i> (Land Node) (STTA/1 Subcontract)					Land Node interoperating between GOC entities	National		PO3 PO5 O4.1 4.1.1	All
Develop and implement systems/applications to monitor and exchange land information at local entities (STTA)					Local information systems operating	Regional		PO3 PO5 O4.1 4.1.1	All
Activity 4.1.3: Support the engagement of civil society organizations in GOC evaluations of land themes									
Support the dissemination and diffusion of the rights to have access to land with a differential approach (gender-childhood-ethnicity) (Direct implementation)					Five training workshops	Regional		PO5	Gender and Minorities; and Restitution
Inter-institutional and civil society meetings to evaluate and analyze advances in land processes in LRDP regions (Direct implementation)					Inter-institutional meetings	One region		4.1.2	All
Counterparts: DNP, LRU, SNR, INCODER, IGAC, MARD									

8.0 POSITIONING LRDP FOR YEAR 3

Through the development of the Year 2 work plan, consideration was given on how to best position LRDP for Year 3 and forward. While much of Year 1 involved project establishment and ramp-up, the project's work in Year 2 will set the stage for achieving overall objectives and targets during the remaining life of project. The following are key aspects regarding the context the project faces in Year 2 and the opportunities it provides for subsequent years.

- **Support to the National Development Plan** by LRDP in Year 2 is critical to ensure that mechanisms are in place to conduct activities and facilitate resource flows that enable GOC counterparts to comply with their mandates related to formalization, restitution, and rural development. LRDP's inputs into the National Development Plan will impact GOC entities through 2018.
- **Better position GOC entities to respond to the first agenda item of the Peace Accords: land and rural development.** While much remains to be done between the GOC and FARC to reach a final peace agreement, LRDP will emphasize preparation of GOC entities to rapidly respond to a post-conflict scenario in Year 2. An important project focus will be institutional strengthening that will facilitate GOC land and related entities' capacity to respond to a referendum and new mandates that will result from signed Peace Accords.
- **Local-level elections in 2015** will have an impact on the project. New challenges, risks, and opportunities will emerge through newly elected governors and mayors in the regions. In Year 2, LRDP will build the necessary relationships with these newly elected officials to ensure that momentum on strategic activities is not lost. This will position the project to continue local interventions into Year 3.

Each year must bring the project closer to achieving development impact. During the first year of implementation, LRDP dedicated extensive time and effort to understanding the government, its needs, and which strategic activities would yield the most impact. As the project embarks on the second year, a "learn-by-doing" approach to working with GOC entities will be emphasized. The project will support GOC entities to develop clear standards, improve the effectiveness and efficiency of their processes and procedures, and ensure that services provided are high-quality and client-oriented.

Year 3 will be critical for scaling up the use of best practices and application of lessons learned from Year 2. The learn-by-doing approach will promote land and rural development through streamlined processes, procedures, policy instruments, and inclusion of gender and ethnic minority concerns. This will position GOC entities at the national and regional levels to face the immense challenge of implementing the peace accord to better carry out their mandates.

The following table provides a summary of LRDP's Year 2 strategic activities and how they will lead into Year 3 interventions.

TABLE 3: YEAR 2 STRATEGIC ACTIVITIES AND YEAR 3 FOLLOW- UP

YEAR 2 STRATEGIC ACTIVITIES	YEAR 3 FOLLOW UP ON Y2 STRATEGIC ACTIVITIES
Support implementation of one pilot community participatory non-technical survey as part of the demining process (Activity 1.1.2)	Demining takes places incrementally in other municipalities affected with land restitution claims.
Conduct a parcel-identification pilot, which simultaneously serves the purposes of restitution, cadastral survey, and formalization (Activity 1.3.3)	Government is scaling up the systematic approach of cadastral surveys and parcel identification.
Strengthen property displacement protection measures so that internally displaced populations are protected (Activity 1.3.2)	GOC entities are starting to apply the land protection measures.
Propose an appropriate institutional model for the effective implementation of all agrarian processes related to land administration (Activity 2.1.2)	Bill or decrees are passed and being implemented
Define land recovery strategies for the Land Fund/Bank (estimate of lands potentially recoverable) (Activity 2.3.1)	GOC agreement is reached regarding institutional arrangements and technical process of the Land Fund. The Land Fund will be established upon signature of the Peace Accords.
Design a methodology for the development and implementation of municipal formalization plans (Activity 2.1.2)	Implementation of municipal formalization plan is taking place in specific municipalities
Propose a territorial institutional model adjustment for land and rural development entities. Strengthen capacity of offices of Secretaries of Agriculture (Activity 3.2.4)	GOC agreement is achieved regarding regional institutional model. MARD's legal and regulatory framework on rural development policy is strengthened. Institutional strengthening plan for Secretaries of Agriculture is being implemented.
Creation of a Coalition Network to generate awareness in civil society, the private sector, and academia to support rural and agricultural sector modernization (Activity 3.3.3)	Coalition team is functioning and serving as a "think tank" advising the GOC and civil society.
Design and propose PPP models for the provision of public goods. Design specialized incentives to promote private sector investment in rural areas (Activity 3.4.1)	Increased public-private investments are underway through proactive GOC promotion in rural areas. Rural development programming is more effectively decentralized.
Develop capacity of local entities to utilize SINERGIA (Activity 4.1.1)	GOC local entities are incrementally using SINERGIA
Strengthen web-based systems for exchange and monitoring of land information (Activity 4.1.2)	GOC local entities are incrementally using web-based systems to exchange and monitor land data.
Provide inputs into the 2014–2018 National Development Plan related to rural development, restitution, and formalization (Activities 1.3.2, 3.1.1)	2015 National Development Plan is developed with LRDP support.
Develop institutional strengthening plans for LRU, IGAC, ORIP, INCODER, Secretaries of Agriculture, and municipalities (Activities 1.1.1, 3.2.2, 3.2.4, 4.1.1)	Institutional strengthening plans are being implemented and are led by the local GOC entities.
Provide training on land rights with a differential approach (Activity 1.2.4)	GOC's gender capacity is improved.

ANNEX A. LRDP SUPPORT TO CROSSCUTTING GOVERNMENT OF COLOMBIA INITIATIVES

National Development Plan (cross-cutting – NDP activities are in bold text)	Misión Rural	Propose policy guidelines for social organization of rural property (<i>ordenamiento social de la propiedad</i>). National Development Plan
		Strengthen capacity of the Secretaries of Agriculture to overcome institutional weaknesses (municipal and department level). National Development Plan
		Propose adjustments to the regional institutional model for land and rural development entities.
		Support the National Authority for Land (<i>Autoridad Nacional de Tierras</i>). National Development Plan
	Peace Negotiations <i>Point 1: Integrated Rural Development Reform</i>	Propose policy guidelines to establish a <i>Land Fund</i> , including a regulatory framework. National Development Plan
		Streamline agrarian procedures to recover lands that might feed the Land Fund.
		Support the GOC to achieve <i>massive land titling</i> through the development and implementation of: <i>i)</i> an integrated and streamlined legal framework; <i>ii)</i> a national deed registration plan; and <i>iii)</i> Municipal Land Titling Plans. National Development Plan
		Prepare a toolbox and methodology to support the integrated rural development program in the regions. Support the GOC in the implementation of a comprehensive rural development intervention model for post-conflict areas. National Development Plan
		Develop action plans to allocate and execute resources for the strategic projects identified.
		Support a pilot for inclusion of irrigation and tertiary road plans within an integrated rural development program in a post-conflict region.
		Consolidate and apply lessons learned from countries with successful rural development experiences and models. Support the creation of a coalition team to generate awareness in civil society, private sector, and academia to support rural and agricultural sector modernization.
	Support a program to address secondary occupants affected by the restitution policy. National Development Plan	
	In addition to the LRU, support institutional strengthening of other entities involved in the land restitution process (support will focus on development goals and resource allocation). National Development Plan	
	Provide support and guidance regarding allocation of resources for regional entities for the implementation of court rulings related to land restitution. National Development Plan	

ANNEX B. STRATEGIC ACTIVITIES FOR YEAR 2

The project expects to achieve the following contractual requirements in Year 2: meet targets linked to LRDP's 21 indicators, make progress toward 13 required results, and submit 23 fixed-fee deliverables. While all of LRDP's proposed activities for Year 2 support project objectives, *the following table highlights the specific interventions that LRDP believes to be among the most strategic.* The table highlights the activities deemed to be the most strategic for each component in Year 2.

TABLE 1: STRATEGIC ACTIVITIES FOR YEAR 2

INTERVENTION	WHY IS THIS ACTIVITY STRATEGIC?
RESTITUTION	
Support implementation of community participatory non-technical survey as part of the demining process (Activity 1.1.2)	Restitution processes are constrained in certain areas of Colombia due to security concerns caused by the existence of land mines. While municipalities may be identified, in many cases the exact location of mines is unknown, preventing expansion of micro-focalized areas. LRDP will support a pilot in one area with restitution claims. The pilot will implement a non-technical community participatory survey, which is the first step in demining. The U.S. State Department may be willing to conduct demining in an area where this survey has been completed. If successful, this pilot can be replicated in other parts of the country. LRDP will consolidate lessons learned and best practices for use by the GOC and nongovernmental organizations (NGOs) in other areas affected areas. <i>The result should be an expansion of micro-focalized areas and therefore the ability to restitute a greater number of displaced Colombians.</i>
Strengthen land protection measures to support displaced persons in areas where the restitution process is unable to operate (Activity 1.3.2)	As a result of ongoing conflict in certain areas, displacement and dispossession continue to take place. In these areas, restitution is not possible due to security concerns. Land protection is a legal mechanism by which properties that have been seized or abandoned are denoted in the Registry of Abandoned Land (RUPTA) to prevent transfer by individuals who are not the lawful owners. While formalized parcels are included in the national registry, the RUPTA is often the only database that identifies informal possessors or occupants. Since the creation of the LRU, little (if any) work has been done to expand land protection. Because land protection occurs in areas where restitution is not possible, LRDP believes it is a valuable mechanism that should be encouraged. To that aim, LRDP will update the land protection processes based on the current legal framework and existing institutional arrangements. This is a critical step in guiding GOC entities to expand land protection implementation.
Develop methodology for parcel-identification that simultaneously serves the purposes of restitution, cadastral survey, and formalization (Activity 1.3.3)	Parcel identification is one of the primary bottlenecks to restitution and formalization processes. Within restitution, the lack of parcel data constrains administrative, judicial, and post-ruling procedures. Without reliable parcel data, security improvements and process streamlining will not achieve their desired impact. Varying technical standards currently apply to restitution, formalization, and cadastral surveys. LRDP has obtained GOC buy-in (and commitment of resources) to conduct a pilot activity in one area with restitution, formalization, and cadastral updating needs to demonstrate that all three processes can be achieved through a single systematic approach. A systematic approach will reduce time, be more cost-effective, and increase efficiency in achieving restitution, formalization, and creation of an updated rural cadaster. A successful pilot can then be scaled up directly by the GOC to accelerate the rate of restitution and formalization.

INTERVENTION	WHY IS THIS ACTIVITY STRATEGIC?
FORMALIZATION	
Promote the adoption of a new legal framework and an improved institutional model for rural property formalization (Activity 2.1.2, 2.2.1)	Effective implementation of formalization and recuperation of land hinges on establishing the required legal, institutional, and policy framework for a new lower-cost, larger-scale, and more efficient formalization approach. LRDP will continue to support the development and dissemination of the formalization bill and will propose a new institutional structure to strengthen formalization. The proposed structure will build upon the previous analysis completed under the Public Policy Program and will involve significant institutional restructuring. While institutional restructuring is a significant challenge, it is a necessity for the GOC to implement formalization on a massive scale.
Improve capacity to recover state lands and the creation of a Land Fund/Bank (Activity 2.3.1)	Rural property informality in Colombia is characterized by unlawful occupation of state lands and the illegal acquisition or use of property. It is expected that a large amount of those lands can be recovered and serve as a source for the Land Fund/Bank agreed upon in the first accord (Comprehensive Rural Reform) from the Havana Peace Negotiations. LRDP will analyze existing agrarian legal processes, estimate which lands are potentially recoverable, and develop effective agrarian legal processes for the recuperation of land and the establishment of the Land Fund/Bank.
Design a methodology for the development and implementation of municipal formalization plans (Activity 2.2.2, 2.2,3)	MARD has shifted its formalization strategy from implementation of pilots to formalization based on municipal formalization plans. Currently, most municipal governments are ill-equipped to take on this responsibility. LRDP will provide guidance to municipalities by developing a municipal formalization plan model in Montes de Maria and then testing that model in North Cauca. LRDP will work to ensure that the National Development Plan provides adequate recognition and financing to replicate the plans for other municipalities.
RURAL DEVELOPMENT	
Propose a territorial institutional model adjustment for land and rural development entities. Strengthen capacity of offices of Secretaries of Agriculture (Activity 3.2.4)	While public policy in Colombia is often clear, the institutions that are responsible for implementing it within the rural sector are weak. Rehabilitation of the current entities is not realistic. LRDP will propose an entirely new model for how rural development related entities can efficiently operate in: a decentralized manner, with resources flowing more effectively from national to regional levels, and consistent with the Peace Accords. This constitutes LRDP's primary support of the DNP's Rural Mission initiative. The project's work with the secretaries of agriculture is an important early step for improving institutional capacity to carry out the Rural Mission.
Create a Coalition Network to generate awareness in civil society, the private sector, and academia to support rural and agricultural sector modernization (Activity 3.3.3)	No mechanism currently exists through which the interests of rural-sector stakeholders can be channeled to create a modernized rural sector based on economic competitiveness instead of subsidies. LRDP will fill this gap with the creation of a national/regional Coalition Network to promote a better balance between competitiveness and subsidies. LRDP will also use international lessons learned in this area.
Design and propose PPP models for the provision of public goods. Design specialized incentives to promote private sector investment in rural areas (Activity 3.4.1)	PPP models currently exist in Colombia for primary and secondary roads. As demonstrated by comparative international experience (e.g., Peru), the impact of tertiary roads and irrigation are also critical factors for promoting competitiveness in rural areas. LRDP will design PPP models for tertiary roads and irrigation activities. In addition, LRDP will develop incentives to promote private-sector investment in rural areas with the aim of having several of these incentive alternatives approved by the GOC and later disseminated to potential investors.
MONITORING & EVALUATION GOC (M&E GOC)	
Develop capacity of local entities to utilize the National System for Evaluation of Public Sector Performance (SINERGIA) (Activity 4.1.1)	A GOC system to monitor public policy indicators related to land already exists—SINERGIA. However, that monitoring system is not yet operational in the regions, and the GOC is not presently working on disseminating it to local entities. LRDP has the ability to build local capacity to provide standardized reporting to the national level in real time. This will allow for more reliable data to be utilized in GOC monitoring of land and rural development activities.

INTERVENTION	WHY IS THIS ACTIVITY STRATEGIC?
Strengthen web-based systems for exchange and monitoring of land information (Activity 4.1.2)	Lack of access to data limits the implementation of formalization and restitution and in monitoring the progress of those processes. Two critical bottlenecks constrain the ability of entities to exchange information: lack of digitized records and the absence of accessible information systems. Because LRDP does not have sufficient funds to digitize all of the hard-copy records, the project is focusing on strengthening web-based information exchange systems. LRDP stepped in when the GOC hit a roadblock to formulating agreement between the multiple entities involved. LRDP has obtained consensus to develop land information systems for eight GOC entities (LRU, Colombian Institute for Rural Development [INCODER], Superintendent of Notary and Registry [SNR], IGAC, Superior Judicial Council [CSJ], Victims Unit, <i>Fiscalia</i> , and Presidential Program for Comprehensive Action Against Anti-Personnel Mines [PAICMA]), implement systems to channel local data to national entities, and then funnel each entity's data to a single Land Node housed in the Ministry of Information Technologies and Communications (MinTIC). <i>Through that process, all eight entities will have access to the data generated by other entities, facilitating execution of processes including restitution and formalization.</i>
CROSSCUTTING	
Provide inputs into the 2014–2018 National Development Plan related to rural development, restitution, and formalization (Activities 1.3.2, 2.1.2, 3.1.1)	The National Development Plan being developed over the next six months will define rural public policy and determine how government resources will be allocated over the next four years. Therefore, it is critical to include concepts within this document related to the promotion of economic competitiveness, the incorporation of attention to gender, financing for municipal development plans, and other points critical to restitution and formalization.
Develop institutional strengthening plans for LRU, IGAC, Office of Public Registry (ORIP), INCODER, Secretaries of Agriculture, and municipalities (Activities 1.3.2, 3.2.2, 3.2.4, 4.1.1)	Weak institutional capacity at the regional level constrains GOC ability to meet goals for land and rural development policies. To address this constraint, LRDP has conducted RIAs that analyze planning, budgeting, executing, information management, contracting, and monitoring of those functions. In Year 2, LRDP will develop multiple institutional strengthening plans to foster more efficient entities. In Years 2 and 3, LRDP will support the implementation of these institutional strengthening plans.
Support local institutions to train women about their land rights (Activity 1.2.4)	As in many other countries around the world, Colombian women lack awareness and accurate information regarding their land rights. Officials of regional GOC entities also lack this knowledge. To address this gap, LRDP will train leaders of women's groups (rural women, displaced women, and Afro-Colombian women) on land and restitution rights and land ownership benefits. Training will also involve local entity representatives participating alongside women to sensitize GOC officials to gender issues and facilitate understanding of the differential approach needed. For replicability, these participatory training events will produce: 1) a methodology for working with women in a participatory manner; 2) training materials that distill complex legal language into everyday text appropriate to this population's daily reality; and 3) development of an overall framework and specific activities to guide the LRU's Program for Women to ensure that gender issues are incorporated into all standard LRU practices. Women's land rights are not presently a high-priority theme within the majority of government institutions.
Build a common language and establish priorities for restitution with traditional authorities of ethnic communities (Activity 1.2.4)	Restitution judges lack knowledge of the legal framework for restitution of collective territories. There is weak communication between the LRU and the judicial branch, and government authorities do not normally recognize traditional authorities as part of the Colombian state. LRDP will create a methodology to unite traditional, judicial, and administrative authorities in a productive dialogue fostering solutions to specific regional cases. Through 15 separate events throughout the country, it is expected that understanding will be reached between the various entities regarding each one's specific role in the collective restitution process. In order to ensure compliance with the agreements reached, watchdog agencies will participate in these encounters. Clear understanding of roles and responsibilities by regional entities will facilitate restitution of collective territories in the future.

ANNEX C. YEAR 2 FIXED-FEE DELIVERABLES

Reference No.	Component	Result	Fixed-Fee Contract Deliverables	Annual Work Plan Activity Deliverable	% Fixed Fee	Methods of Verification	Quality Standard(s)	Related MEP Indicator(s)
R1Y2	Restitution	1.1	LRU senior management capacity improved	1.1.1	2%	Minimum 15 training workshops conducted with senior management	Improved management capacity score	PO3, PO5, 1.1.1
R2Y2	Restitution	1.2	IKM framework in place with national and subnational targets (restitution cases)	1.2.3	1.5%	Inputs on procedures for digitization and electronic file management provided to LRU for development of their Integrated Quality Management System	Report with procedural recommendations accepted by LRU	PO3, 1.1.1
R3Y2	Restitution	1.2	Legal framework improved for administrative and mass restitution	1.2.2.	1.5%	Legal tools drafted for LRU or other GOC restitution related entity	Minimum of two regulations or procedures submitted to LRU and/or relevant GOC entity to improve restitution policy effectiveness	PO3, PO4, 1.1.1
R4Y2	Restitution	1.2	Participation of groups and subjects of special protection in restitution of land increased	1.2.4	1%	Methodology for conflict resolution and consensus building between ethnic, judicial, and administrative authorities on restitution topics	Methodology submitted to LRU	PO3, 1.1.1
R5Y2	Restitution	1.3	Capacity of LRU and other GOC entities to evaluate priorities installed	1.3.2	4%	Document with budget and prioritization input into municipal PATs	Inputs provided to at least two municipalities per region	PO3, 1.1.1

Reference No.	Component	Result	Fixed-Fee Contract Deliverables	Annual Work Plan Activity Deliverable	% Fixed Fee	Methods of Verification	Quality Standard(s)	Related MEP Indicator(s)
R6Y2	Restitution	1.2	Land information and M&E systems of GOC agencies better coordinated – restitution studies	1.2.4	1%	Study of ethnic community land rights to improve LRU capacity to monitor vulnerable groups	Study submitted to LRU	PO3, 1.1.1
R7Y2	Restitution	1.3	Operating efficiency Cadaster Institution, INCODER, and National Registry improved	1.3.3	1.5%	Parcel-identification pilot conducted that simultaneously serves cadastral survey, restitution, and formalization processes	Methodology for parcel identification developed based on pilot experience	PO3, 1.1.1, 2.1.1
R8Y2	Restitution	1.3	Improved coordination among national and regional GOC agencies on restitution – interagency service agreements	1.3.1	1.5%	Regular land restitution subcommittee meetings taking place in all LRDP regions	At least one inter-institutional coordination agreement executed per LRDP region	PO3, PO5, 1.1.1, 1.4.1
F1Y2	Formalization	2.2	Improved capacity to resolve land conflicts through alternative methods	2.2.3	1.5%	Pilot conducted on alternative methods of conflict resolution	Report on typology of conflict and recommendations to resolve conflicts submitted to Ministry of Agriculture	PO3
F2Y2	Formalization	2.2	Capacity to develop municipal formalization plans created	2.2.2 2.2.3	4%	Municipal formalization plan methodology created	Minimum one municipal formalization plan developed based on new methodology	PO3, 2.1.1
F3Y2	Formalization	2.2	Capacity of GOC to conduct systematic and large-scale formalization processes developed	2.2.2	1%	Large-scale analysis of thousands of land parcels through database cross-referencing to identify those that can be registered	Database submitted to INCODER	PO3, 2.1.1

Reference No.	Component	Result	Fixed-Fee Contract Deliverables	Annual Work Plan Activity Deliverable	% Fixed Fee	Methods of Verification	Quality Standard(s)	Related MEP Indicator(s)
F4Y2	Formalization	2.1	GOC capacity to issue land titles on ethnic lands made more efficient	2.1.3	1%	Identification of bottlenecks, barriers to access, and recommendation for improvements to collective land rights formalization of ethnic communities	Report on formalization lessons based on experience with at least two ethnic groups submitted to INCODER	PO3, 2.1.1
F5Y2	Formalization	2.2	Municipalities' capabilities to maintain updated cadastral records strengthened	2.2.3	1.5%	Recommendations on improved municipal cadaster management made based on Montes de Maria experience	Study submitted to IGAC	PO3
F6Y2	Formalization	2.3	Capacity of GOC to increase takings of illegally acquired land increased – staff trained in new law	2.3.1	1%	INCODER and MARD officials trained on the new Land Forfeiture Law, Ley 1608 (<i>Extinción de Dominio</i>)	Minimum one training conducted in each LRDP region	PO3, PO5, 2.3.1
F7Y2	Formalization	2.3	Incorporation of CISA-SAE (<i>Central de Inversiones - Sociedad Activos Especiales</i>) lands into GOC Land Fund/Bank facilitated	2.3.1	1%	Strategy for recovery of land defined	Report submitted to Office of High Peace Commissioner	PO3, 2.3.1
RD1Y2	Rural Development	3.1	Capacity of local and national governments to coordinate rural development strengthened	3.1.1	1%	Inputs to the National Development Plan developed to build capacity of local and national governments to coordinate rural development	Document submitted to the MARD for inclusion in the National Development Plan	PO3
RD2Y2	Rural Development	3.2	Capacity of regional secretaries of agriculture	3.2.4	2%	Institutional strengthening plans developed for secretaries of agriculture	Five plans for regional secretaries submitted to MARD and respective secretaries of agriculture	PO3
RD3Y2	Rural Development	3.2	Local rural development sector strengthened in line with the <i>Mision Rural</i>	3.2.4	2%	Regionally focused institutional adjustment designed	Document on land and rural development with a territorial focus for the <i>Mision Rural</i> .	PO3

Reference No.	Component	Result	Fixed-Fee Contract Deliverables	Annual Work Plan Activity Deliverable	% Fixed Fee	Methods of Verification	Quality Standard(s)	Related MEP Indicator(s)
RD4Y2	Rural Development	3.3	Awareness and commitment of civil society to promote modernization and sustainability of agricultural policy raised	3.3.3	4%	National-regional coalition network created to support rural and agricultural sector modernization	Minimum of 10 meetings of coalition regional members	PO3
RD5Y2	Rural Development	3.4	Private-sector investment in conflict-affected rural communities promoted	3.4.1	2%	Regional pilot business roundtable designed and implemented	Pilot business roundtable meetings held in at least one region	PO3, 3.4.1
M&EGOC 1Y2	Strengthen GOC Capacity to Monitor and Evaluate	4.1	Systems put in place to monitor and evaluate restitution, formalization, and rural development programs	4.1.1	4%	Updated SINERGIA design completed	DNP and regional level GOC entities utilizing new version of SINERGIA	O4.1, 4.1.1
M&EGOC 2Y2	Strengthen GOC Capacity to Monitor and Evaluate	4.1	Capacity of GOC to evaluate restitution, formalization, and rural development increased	4.1.2	1%	Improved information systems used by minimum two entities	Recipient institutions certify using updated information system	PO3, PO5, O4.1, 4.1.1
C1Y1	All	All	Consistent dissemination of project and GOC accomplishments/ impact.	Communications strategy	2%	Periodic progress reports produced	A minimum of 12 progress reports submitted to COR	1.3.1

ANNEX D. OUTREACH AND COMMUNICATIONS STRATEGY

1.0 BACKGROUND

After a year of project implementation, the Communications and Public Information Office has achieved and/or completed the following:

- Implementation of a USAID-approved biweekly report production process
- Production and completion of 15 USAID-approved biweekly reports
- Branding & Marking Manual for Grantees and Subcontractors
- LRDP communications protocol
- Three staff members hired
- Detailed event preparation checklist created in coordination with administrative team
- Ongoing coordination in event production with GOC counterparts—over 40 in Year 1
- Management of subcontract to support LRU communications
- Design, approval, and distribution of promotional and technical materials related to LRDP activities in close coordination with GOC counterparts (e.g., formalization notebooks for newly titled citizens, co-sponsored event invitation design and distribution).

2.0 OVERVIEW OF LRDP OUTREACH AND COMMUNICATIONS STRATEGY

The LRDP communications strategy is a living document. As LRDP outreach and communications is a cross-cutting activity encouraging institutional reform across various entities, it has to be flexible in its approach to effective implementation with internal programmatic direction and external GOC audiences.

2.1 GOALS

The goal of the LRDP communication strategy is to inform each unique audience of LRDP activities and proposed efforts in the most effective and impactful manner specific to the audience's characteristics.

2.2 GUIDING PRINCIPLES

Guiding principles for this strategy are as follows:

1. Messaging will be tailored for specific audiences.
2. Messages and materials will be clear, honest, transparent, and constructed in an appropriate language per audience, where appropriate, equity for women and other marginalized groups will be promoted.

3. The LRDP communications team will work closely with technical component teams to support them in communicating with their target institutional and community audiences.

2.3 STRATEGY DESIGN

The strategy has been designed based on the audience segmentation as prescribed in the LRDP contract and the particular characteristics of the audiences. As the primary audience, USAID needs to be informed of LRDP progress and lessons learned, since it is the largest land project in the mission's portfolio to date. The domestic, secondary audience, defined as LRDP stakeholders, has unique needs that will continually be identified in close collaboration with LRDP's technical team by being closely involved in sub activity implementation.

2.4 AUDIENCE SEGMENTATION

Initiatives set forth in this strategy are for two audiences as contractually prescribed and empirically understood: the primary audience is USAID mission staff and the secondary audience includes USAID LRDP stakeholders. LRDP stakeholders are primarily identified as GOC counterparts.

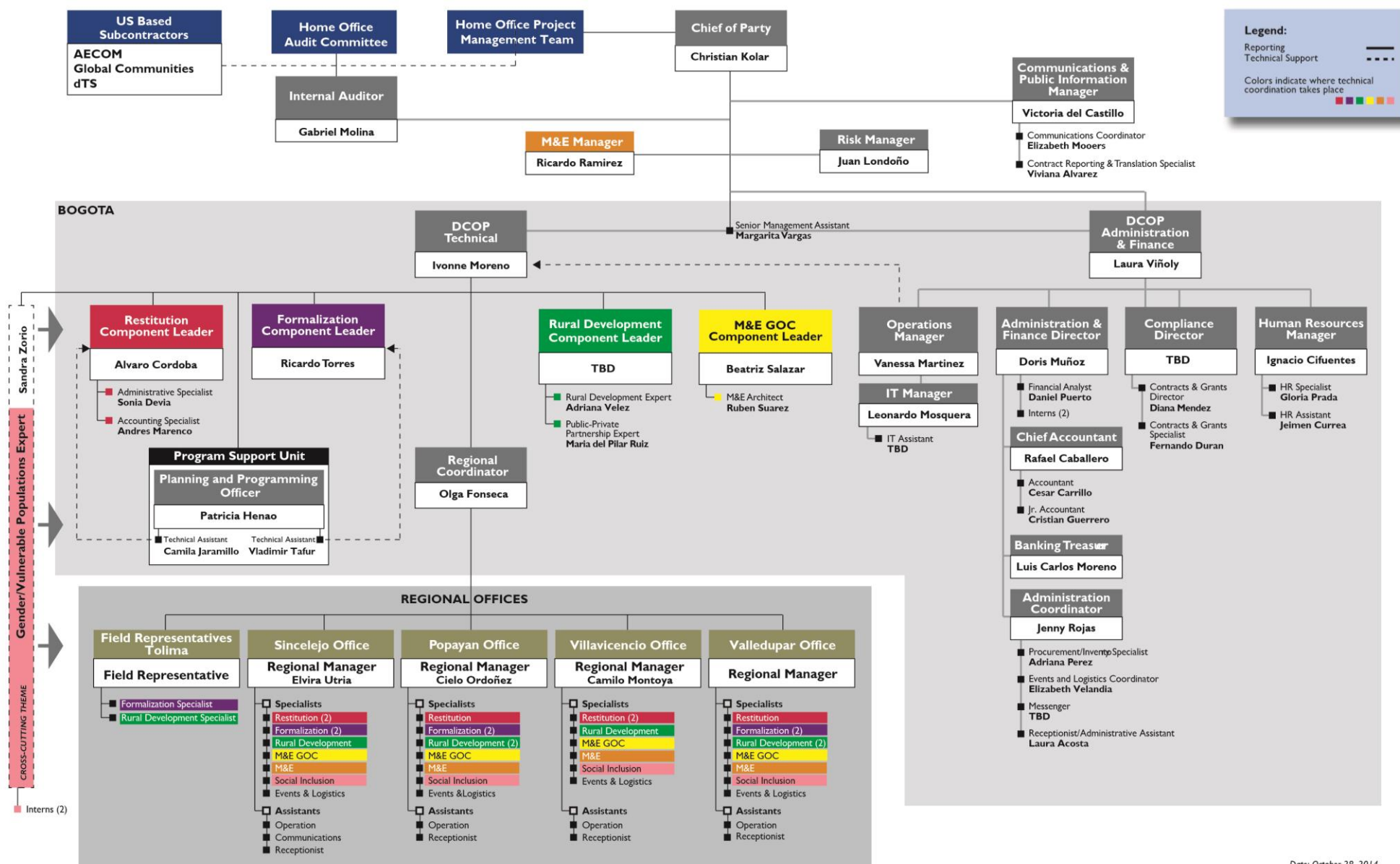
2.5 PROPOSED ACTIVITIES FOR USAID

Good communication starts with clear and regular information exchange with LRDP's client USAID. This is a relatively small and well-defined group and thus products proposed will be traditional, frequent, and closely coordinated with LRDP's Contracting Officer's Representative (COR) for USAID/Colombia's consumption. This audience is bombarded with information daily and material can go unread. Understanding the audience's environment, LRDP will create communication products that are brief, relevant, and visually pleasing. With approval from the COR, LRDP will submit appropriate products to be published on the USAID Land Tenure & Property Rights Portal (<http://usaidlandtenure.net/>). Protocols in production and delivery have been, and will continue to be, approved by COR and the mission's Communications Specialist.

The following list describes products, frequency, and distribution channels for LRDP's primary audience (high literacy, high connectivity).

- a. *The LRDP Progress Report* will not to exceed two pages in a PDF format with a minimum 11-point font and use infographics whenever possible. The COR is responsible for distribution. It will be pasted into an email so that the reader's attention is grabbed once they open their email. These progress reports will contain the following content:
 - What has been LRDP's impact in one area of work.
 - Progress infographics as requested by the COR.
- b. *Project fact sheet(s)* will be updated and submitted periodically to the COR and USAID's Land Tenure and Property Rights Portal. As GOC entities advance, this progress will be creatively diagrammed and strategies will be edited as they are refined.
- c. *Success stories* describing the impact of LRDP, especially at the community and individual levels, will be developed for each quarterly report.
- d. The project will send invitations and activity information via the USAID Calendar form for any staff beyond the COR to participate in LRDP activities. LRDP will collaborate with USAID on public diplomacy events and VIP visits with the mission.

ANNEX E. ORGANIZATIONAL CHART



Date: October 28, 2014

ANNEX F. YEAR 2 STRATEGIC INTERVENTIONS GROUPED PER REGION

REGIONS					
STRATEGIC INTERVENTIONS	MONTES DE MARÍA	CORDILLERA CENTRAL	META	TOLIMA	CESAR
TECHNICAL SUPPORT & TRAINING	Land protection Non-technical survey as part of the demining process Toolbox and PDRIET pilot project Regional coalition group	Intervention model for the implementation of subsidies for Productive Projects of INCODER Toolbox and PDRIET pilot project Regional coalition group	Identifying bottlenecks and defining which will be addressed by LRDP Toolbox and PDRIET pilot project Regional coalition group	Identifying bottlenecks and defining which will be addressed by LRDP Toolbox and PDRIET pilot project Regional coalition group	Identifying bottlenecks and defining which will be addressed by LRDP Toolbox and PDRIET pilot project Regional coalition group
	Develop pilot for parcel-identification which simultaneously serves the purposes of restitution and formalization. (areas to be defined)				
INSTITUTIONAL STRENGTHENING PLANS	Strengthen counterpart Institutions and Agriculture Secretariats based on their Rapid Institutional Assessment Strengthen SNARIV – Transitional Justice Committees and Restitution Subcommittees	Define institutional strengthening plans with counterpart institutions and Agriculture Secretariats and the scope of LRDP's support. Strengthen SNARIV – Transitional Justice Committees and Restitution Subcommittees	Define institutional strengthening plans with counterpart institutions and Agriculture Secretariats and the scope of LRDP's support. Strengthen SNARIV – Transitional Justice Committees and Restitution Subcommittees	Rapid Institutional Assessment Define institutional strengthening plans with counterpart institutions and Agriculture Secretariats and the scope of LRDP's support.	Rapid Institutional Assessment Define institutional strengthening plans with counterpart institutions and Agriculture Secretariats and the scope of LRDP's support. Strengthen SNARIV – Transitional Justice Committees and Restitution Subcommittees

REGIONS					
STRATEGIC INTERVENTIONS	MONTES DE MARÍA	CORDILLERA CENTRAL	META	TOLIMA	CESAR
INFORMATION & COMMUNICATION TECHNOLOGY TOOLS	National Platform for Information Exchange – <i>Nodo de Tierras</i> (Land Node) – Contributions based on local and regional experiences Support the dissemination and implementation of SINERGIA in local authorities	National Platform for Information Exchange – <i>Nodo de Tierras</i> (Land Node) – Contributions based on local and regional experiences Support the dissemination and implementation of SINERGIA in local authorities	National Platform for Information Exchange – <i>Nodo de Tierras</i> (Land Node) – Contributions based on local and regional experiences Support the dissemination and implementation of SINERGIA in local authorities	Support the dissemination and implementation of SINERGIA in local authorities	Support the dissemination and implementation of SINERGIA in local authorities
DELIVER HIGH-LEVEL POLICY AND LEGAL GUIDANCE	Formalization Pilot – inputs for Bill Contributions to the National Development Plan Inputs for Public Policy based on the support provided by LRDP to the Agrarian Pact	Contributions to the formalization bill, based on the support provided for the Massive Registration effort carried out by Consucol in Cauca Contributions to the National Development Plan Inputs for Public Policy based on the support provided by LRDP to the Agrarian Pact		Contributions to the National Development Plan based on the support provided by LRDP to the Agrarian Pact	
PROMOTE COMMUNITY PARTICIPATION	Installed capacities and rights with regard to rural lands and rural development disclosed to indigenous, Afro-Colombian and <i>campesino</i> (farmers) communities	Development and distribution of educational materials on land issues and rural development with a differential approach	Consolidation of the territorial Stakeholder Map Defining priorities for the territory and the execution of actions to raise awareness on the rights of women and indigenous communities with regard to land and rural development Preliminary ethnic studies for Orinoquia (Puerto Gaitan, Meta)	Consolidation of the territorial Stakeholder Map Define priorities for the territory	Develop the territorial Stakeholder Map Define priorities for the territory

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